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Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission in Afghanistan

Report of the Secretary-General

Summary

The present report is submitted in response to section XXII, paragraph 36, of General Assembly resolution 72/262 in which the Assembly authorized the Secretary-General to enter into commitments for the United Nations Assistance Mission in Afghanistan in the amount of up to $82,900,000 for the period from 1 January to 30 June 2018, and requested the Secretary-General to present an updated budget proposal for the Mission for 2018 at the second resumed part of its seventy-second session.

The present report therefore contains the proposed resource requirements for 2018 for the United Nations Assistance Mission in Afghanistan in the amount of $151,418,000 (net) ($162,648,500 gross). The General Assembly is requested to approve the budget in the amount of $151,418,000, including the amount of $82,900,000 approved by the General Assembly in commitment authority in its resolution 72/262, and to charge the corresponding amount against the provision for special political missions under section 3, Political affairs, of the programme budget for the biennium 2018–2019.

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I. Overview of the Mission

1. The United Nations Assistance Mission in Afghanistan (UNAMA) was established pursuant to Security Council resolution 1401 (2002) for an initial period of 12 months. The mandate of the Mission was subsequently extended by the Council in its resolutions 1471 (2003), 1536 (2004), 1589 (2005), 1662 (2006), 1746 (2007), 1806 (2008), 1868 (2009), 1917 (2010), 1974 (2011), 2041 (2012), 2096 (2013), 2145 (2014), 2210 (2015), 2274 (2016) and 2344 (2017). By its resolution 2405 (2018), the Council decided to extend the mandate of UNAMA until 17 March 2019.

2. The mission of UNAMA is to support the people and Government of Afghanistan in achieving peace and stability, in line with the rights and obligations enshrined in the Afghan constitution.

3. Afghanistan continues to face complex political, security, economic, humanitarian and human rights challenges. The deteriorating security situation in 2017, combined with the announcement of elections in 2018, has brought underlying political tensions to the surface. The political space is characterized by the emergence of opposition political factions and criticism of the Government regarding a lack of political inclusiveness. The Government's ability to provide security has increasingly been questioned by the political opposition. At the same time, the Government has begun to advance on a number of reforms, particularly in the areas of anti-corruption, elections and the security sector. The conflict continues to result in high levels of civilian casualties, internal displacement and violations of human rights and international humanitarian law, impeding the delivery of social services and humanitarian and development assistance. The economy is only very slowly recovering from the international military drawdown in 2014 and remains heavily dependent on international development assistance. Economic growth and donor confidence continue to be affected by insecurity, corruption and weak institutions.

4. The National Unity Government is facing increasingly vocal opposition from a variety of political figures. The massive suicide attack in Kabul on 31 May 2017 and the subsequent attack at the funeral of a politician's son, who was killed in a protest following the suicide attack, triggered prolonged demonstrations and street camps against the Government. The setting of a date for parliamentary and district council elections in 2018 accelerated the mobilization of opposition groups and resulted in the creation of several new political coalitions and movements. While these groups draw from a wide range of ethnic, geographic and generational constituencies, they share a resentment of a perceived concentration of power in the presidential palace and criticism of the Government's performance.

5. While there has been no tangible progress on a peace process between the Government and the Taliban, the National Unity Government has made some advances on the peace agenda in 2017, including the development of a peace strategy, the holding of a Kabul Process conference on peace and security cooperation, and the continuing, though slow, implementation of the 2016 political agreement with a former insurgent group, Hizb-i Islami (Gulbuddin). It has also made some progress on electoral reforms. In March 2017, the President appointed a new Chief Electoral Officer to head the Independent Election Commission and, in April, the Commission approved a polling centre assessment process, which was a key reform recommended by the Special Electoral Reform Commission in 2015. In June, the Independent Election Commission announced the date of 7 July 2018 for parliamentary and district council elections and, in December, the Commission completed a reassessment of polling centre locations and submitted a voter registration concept. In addition, it has commenced broad-based consultations with electoral stakeholders to increase the transparency of electoral preparations.

6. The efforts of UNAMA to support regional cooperation continued in 2017 with the Heart of Asia-Istanbul Process Senior Officials Meeting, held on 17 March, and the 7th Ministerial Conference, held on 1 December in Baku, which resulted in a renewed focus on regional security, counter-terrorism and increased connectivity. In addition, the participants in the summit meeting of the Shanghai Cooperation Organization, held on 9 June in Astana, reiterated that Organization's commitment to initiating a political dialogue in support of an Afghan peace process. After a seven-year pause, the Organization convened an Afghanistan Contact Group meeting in Moscow on 11 October. The Seventh Regional Economic Cooperation Conference on Afghanistan was held on 14 and15 November in Ashgabat.

7. The Government has begun to develop new sectoral national priority programmes as part of the Afghanistan National Peace and Development Framework, which was presented to the Brussels Conference on Afghanistan held in October 2016. To enable the development and implementation of the national priority programmes, the Government is advancing critical reforms, including changes to the national budget process, both to enable budget preparation to drive national policy and to improve rates of spending on development initiatives.

8. On the economic front, macroeconomic indicators have improved, and growth rates are increasing, albeit very slowly. Factors affecting development and economic growth include security conditions; performance of government institutions, including security forces; levels of investor confidence; and reliance on international development and security assistance.

9. The Government continued its efforts to curb corruption, including through a strengthened judiciary framework. The Anti-Corruption Justice Centre, established in 2016, increased its output in 2017, and by December 2017, the Primary Court had heard 25 cases against 105 accused, the Appeals Court had decided 22 cases against 71 accused and the Supreme Court had decided 19 cases against 56 accused. The new penal code, which has been aligned with the United Nations Convention against Corruption, was adopted by legislative decree in March, significantly improving the compliance of Afghanistan with international standards and norms in criminal justice, while also incorporating some best practices in criminology. An anti-corruption strategy and anti-corruption law were both finalized.

10. The security situation in 2017 continued to deteriorate, with 23,744 incidents recorded at the end of the year, the highest level ever recorded. On 31 May, the deadliest incident documented by UNAMA since 2001 occurred in Kabul when a truck bomb killed 92 civilians and injured 491. Armed clashes between pro-government forces and anti-government elements also increased, representing a slight one per cent increase compared with 2016 and a 22 per cent increase compared with 2015. Anti-government elements have continued to put significant pressure on the Afghan National Defence and Security Forces, particularly in the provinces of Helmand, Kunar, Nangarhar, Kandahar, Ghazni, Faryab, Kunduz and Uruzgan. As a result, there was a significant increase in the use of airpower by both the Afghan and the international military forces compared with 2016. Despite some setbacks, notably in Nangarhar, Islamic State in Iraq and the Levant-Khorasan Province (ISIL-KP) has expanded its geographical reach and succeeded in conducting high-profile attacks in Kabul.

11. In view of the deteriorating security, compounded by the presence and activities of ISIL-KP, the human rights situation remained bleak in 2017. The overall number of civilian casualties in the country remained persistently high: UNAMA documented 10,453 civilian casualties (3,438 deaths and 7,015 injured) in 2017, a decrease of 9 per cent compared with 2016. Women and children continue to be disproportionately affected. Although there was a 10 per cent decrease in casualties

compared with 2016, children account for 30 per cent of all civilian casualties. Women casualties increased about one per cent, though women deaths increased by five per cent. The Mission continues to engage in strategic advocacy to encourage parties to the conflict to take concrete measures to prevent harm to civilians, end the culture of impunity, and promote accountability. While the political agreement with Hizb-i Islami (Gulbuddin) signifies the willingness of the Government to establish peace, concerns remain over the provisions for immunity, as well as the absence of a vetting procedure for the integration of its fighters into the security forces.

12. Human rights defenders and media workers continue to face threats, intimidation and sometimes even targeted killings. The situation with regard to women's rights and gender equality worsened in 2017, particularly in areas under the control and influence of anti-government elements, where women face parallel justice mechanisms as well as decreased access to health care, education and employment.

Cooperation with other entities

13. In line with the 2015-2019 United Nations Development Assistance Framework, UNAMA works with the United Nations country team to reinforce alignment, coherence, efficiency and effectiveness among United Nations programmes in Afghanistan. The Framework is currently undergoing a midterm review to better align United Nations activities in the country with national priorities. The Mission's work is also guided by the Government's Afghanistan National Peace and Development Framework and the country's implementation of the Sustainable Development Goals. UNAMA has closely collaborated with the country team in areas pertaining to the rule of law, accountable governance, human rights and gender, focusing on policy issues and good offices to support related programme activities. Additional information on UNAMA programme activities implemented in conjunction with the United Nations agencies, funds and programmes is provided in annex II.

14. In the area of regional cooperation, UNAMA supports the Government in the Heart of Asia-Istanbul Process and related confidence-building measures in cooperation with United Nations entities, including the United Nations Office on Drugs and Crime, the Counter-Terrorism Implementation Task Force, the United Nations Development Programme (UNDP), the Economic and Social Commission for Asia and the Pacific, the Office for the Coordination of Humanitarian Assistance, the United Nations Office for Disaster Risk Reduction, the World Food Programme, the United Nations Children's Fund and the United Nations Educational, Scientific and Cultural Organization. In coordination with the United Nations Regional Centre for Preventive Diplomacy for Central Asia, the Mission also supports the participation of the Government of Afghanistan in various regional forums to facilitate dialogue and cooperation with Central Asian countries.

15. To achieve cost savings, UNAMA and the country team share a number of common services and premises throughout the country and continue to seek opportunities to realize further efficiencies in operations. Current initiatives include the establishment of joint medical services, additional cost-sharing of security services and additional co-location arrangements with United Nations agencies, funds and programmes in the provinces. Under the leadership of the designated official, the Security Management Team, in coordination with the Department of Safety and Security, has developed a local cost-shared security budget in accordance with the guidelines of the Inter-Agency Security Management Network. The costs of activities in the security budget are shared with the country team and the activities are focused primarily on issues related to minimum operating security standards.

16. The Kuwait Joint Support Office, established in December 2012 as a cost-sharing initiative between UNAMA and the United Nations Assistance Mission

for Iraq (UNAMI), will continue to consolidate and centralize non-location-specific processing services for human resources, travel and finance, thereby decreasing costs associated with supporting staff in a high-risk environment while also allowing staff to work in a more secure environment. Efforts towards optimizing the sharing of support services and associated costs will be ongoing in 2018. In addition, the implementation of employee self-service processes, which commenced in February 2017, will continue to improve the Office's service delivery.

Planning assumptions for 2018

17. Afghanistan will continue to face further political, security, socio-economic, humanitarian and human rights challenges in 2018. Political manoeuvring is likely to intensify in the run-up to expected parliamentary and district council elections in 2018 and presidential elections in 2019. The formation of multiple political alliances to contest elections and to advance various agendas is an indication of the growing vibrancy of the country's still young democratic culture, but inflammatory rhetoric could result in greater political instability. Further terrorist attacks in Kabul are likely and could stoke public anger, leading to more protests against the Government. Prospects for a peace agreement with the Taliban remain dim in 2018. The Taliban are expected to continue focusing on territorial gains and may continue to see little incentive to engage in meaningful negotiations. The agreement of local ceasefires to facilitate registration and voting is likely to be difficult in many areas, possibly undermining the legitimacy of elections. The public perception of the arrangements for parliamentary and district council elections will be crucial for political participation and, in turn, their credibility. Regionally, consensus for structured dialogue and enhanced cooperation in support of border management, regional security and joint development projects is likely to remain a challenge.

18. The security situation will remain volatile in 2018 and may deteriorate further. Anti-government elements will continue to test the Afghan defence and security forces and may succeed in capturing additional territory and temporarily controlling some key ground transportation routes. Renewed commitments of international assistance and qualified senior appointments are expected to be calibrated to improve the effectiveness of the defence and security forces, but high attrition rates, low morale as a result of high casualty rates, and endemic corruption are expected to persist and will continue to have a negative impact on Afghan security forces. Rising animosity between armed groups, particularly those aligned with political leaders, is another factor that may erode cohesion in the security sector, undermine the rule of law, and cause greater instability. Anti-government elements, including those comprising predominantly foreign terrorist fighters, are expected to remain active in 2018, and ISIL-KP is expected to continue its efforts to recruit from disaffected Taliban and other groups. In urban centres with significant Shia communities, ISIL-KP may seek to foment further sectarian discord through attacks resulting in mass casualties. Illicit drug cultivation and trafficking will continue to fuel the conflict, while also undermining governance and the rule of law across the country. All the above, combined with other criminal activity, is likely to increase insecurity and adversely affect United Nations operations, further complicating humanitarian access.

19. The Afghan economy will remain closely linked with the country's security and political situation, and economic growth is projected to remain slow in 2018. Fiscal sustainability, particularly with respect to the security sector, will continue to be a key challenge for the Government. Financial commitments made at the Brussels Conference on Afghanistan in October 2016 were higher than expected, but the realization of those commitments depends on factors including the status of Afghan development planning, institutional arrangements for aid delivery, and domestic policy decisions in donor countries. The economy will remain dependent on

international assistance and distorted by the illicit economy, which will continue to fuel and be fuelled by insecurity, violence and insurgency. High unemployment and poverty rates will persist, underscoring the need for sustainable job creation and equitable growth in support of the implementation by Afghanistan of the 2030 Agenda for Sustainable Development.

20. The deteriorating security situation will continue to severely affect and harm civilians, especially women, children and minorities, which will result in sustained high levels of displacement and civilian casualties. Civil society space is likely to remain constrained, with insecure and restrictive environments for human rights defenders and journalists and limited prospects for women's participation in decision-making, including in peace processes. Impunity and lack of accountability are expected to continue to have a negative effect on State institutions and the rule of law. Tackling corruption and the illicit economy will remain significant challenges for the Government. However, its stated commitment to implement fiscal and legal changes to advance the rule of law and economic development may lead to progress in these areas.

21. In the context of the Secretary-General's special report on the strategic review of the United Nations Assistance Mission in Afghanistan (A/72/312-S/2017/696) of 10 August 2017, UNAMA proposes to further streamline its support services to enhance service delivery while remaining cost-neutral. This arrangement envisages three pillars covering the areas of operations and resource management, supply chain management and service delivery. In addition to redistributing the functional areas overseen by the Chief and Deputy Chief of Mission Support and Chief of Supply Chain Management, the revised structure includes the establishment of an Acquisition Management Unit and a General Supply and Fuel Unit.

Strategic priorities and plans for 2018

22. The Mission's strategic priorities are based on Security Council resolutions 2344 (2017) and 2405 (2018) and the recommendations of the Secretary-General in his special report on the strategic review of UNAMA. In the context of the strategic review, UNAMA, in close cooperation with the wider United Nations system, will shift its focus from supporting a post-conflict peacebuilding agenda to supporting an Afghan-owned peace process that includes eventual direct negotiations with the Taliban.

23. UNAMA field offices will remain critical to the implementation of the Mission mandate at the local level, including good offices and support for political dialogue; peace and reconciliation initiatives; credible, transparent and inclusive electoral processes; and the promotion and protection of human rights. Field offices will also ensure coordination, coherence and complementarities with United Nations agencies, funds and programmes in cross-cutting areas of activity, in alignment with government and United Nations strategic priorities for peace, stability and development, and work with the Office for the Coordination of Humanitarian Assistance and relevant United Nations entities on supporting and facilitating humanitarian needs and interventions.

Strategic review

24. In its resolution 2344 (2017), the Security Council requested the Secretary-General to conduct a strategic review of UNAMA, examining mandated tasks, priorities, and related resources, assessing the Mission's efficiency and effectiveness, in order to optimize the division of labour and configuration to ensure better cooperation with other United Nations organizations. The Security Council further

requested the Secretary-General to report to the Security Council on the results of the review by July 2017.

25. A strategic review team, led by the Special Representative of the Secretary-General for Iraq, Jan Kubiš, met with a wide range of stakeholders in Afghanistan and New York in May and early June 2017, including the President of Afghanistan, the Chief Executive, Cabinet members, key members of parliament and political parties, civil society organizations, and representatives of the diplomatic and donor community. The resulting special report of the Secretary-General on the strategic review of UNAMA was issued on 10 August 2017. Security council resolution 2405 (2018) welcomed the strategic review and called for its implementation.

26. In line with the Secretary-General's recommendations, the budget of the Mission for 2018 includes the following proposals:

(a) The abolishment of the Rule of Law Unit, while retaining a core capacity of 6 positions;

(b) The abolishment of the Governance Unit, while retaining a core capacity of 5 positions;

(c) The abolishment of the Military Advisory Unit and the disengagement of 11 military advisers, while retaining 1 Senior Military Adviser;

(d) The abolishment of the Police Advisory Unit and the disengagement of 5 civilian police advisers;

(e) The closure of the provincial office in Farah;

(f) The nationalization of the provincial office in Badakhshan Province (Fayz Abad).

27. It is expected that Afghanistan will hold parliamentary and presidential elections in 2018 and 2019, respectively. The United Nations has been requested by the Government of Afghanistan to provide technical support for the upcoming electoral cycle. The assistance, under UNAMA leadership, will focus on technical support to the electoral management bodies, as well as good offices and political support.

28. The proposed reorganization of the Mission field offices, including the closure of the provincial office in Farah and the nationalization of the provincial office in Badakhshan (Fayz Abad), combined with the analysis of historical aircraft utilization statistics, and continuing attention to the necessary redundancy to address contingencies related to the unpredictable security environment, presents an opportunity to revise the air operations support concept in a manner that makes it considerably more cost-effective without compromising delivery. The revised concept of operations would include a shift away from the current hub and spoke support arrangement that normally serves no more than one or two destinations from Kabul, to servicing multiple locations with a single departure from Kabul, ensuring better seat occupancy and a reduced number of flying hours. In order to support the revised concept, it is proposed to modify the configuration of the UNAMA air assets and to reduce the total number of assets from six aircraft (three fixed-wing and three rotary-wing) to four aircraft (two fixed-wing and two rotary-wing).

29. It is envisaged that operational and support requirements will be focused on maintaining the existing key leased properties, except for those in Farah and Fayz Abad; and on the replacement of a limited amount of essential equipment as a result of normal wear and tear, obsolescence and expiry of economic useful life. Asset acquisitions will be deferred where safety and operational issues are not compromised, and the needed replacement of the Mission's aged armoured vehicle fleet will continue to be postponed. The size of equipment holdings, such as vehicles

and computers, will continue to be reviewed and tailored to actual needs, and opportunities will continue to be sought and realized to transfer suitable items of surplus equipment to other missions. UNAMA continues to explore and exploit more efficient configurations and use of power generation equipment to further improve the quality and reliability of power supplies, such as the introduction of timer switches in office areas and consumption meters in residential units.

30. UNAMA is proposing some resources which will be required to enhance security retrofitting of existing premises, however the assessment of compounds, particularly those in the field, continues and may yet require additional resources not contemplated in this report. Following the explosion of a very large vehicle-borne improvised explosive device on the edge of the diplomatic quarter in Kabul on 31 May 2017, many embassies and international agencies have reduced their presence in Afghanistan, as they reassess their security against higher threat benchmarks, with a view to implementing additional mitigating measures to protect their personnel. UNAMA has contracted the services of a vendor to conduct blast vulnerability assessments of its properties in Kabul; the focus of mitigating measures to reduce risk has been primarily on creating additional stand-off from compound perimeters and restricted access for larger load-bearing vehicles on roads closest to the perimeters. At the present time, there does not appear to be a need for UNAMA to secure alternative premises in safer locations of Kabul and in field office locations, however this will need to be continuously re-evaluated.

Other changes

31. Resource changes reflect a reduction of $554,800 (net of staff assessment), made possible from efficiencies that the Mission plans to bring about in 2018. The proposed reduction is a result of, inter alia, the efforts of UNAMA to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction to the proposed programme budget for the biennium 2018-2019.

II. Mission mandate and planned results

Performance information for 2017

32. UNAMA continued to implement its good offices mandate in support of peace and stability in Afghanistan. The Mission liaised with political, religious and community leaders, including women, to promote political cohesion at the national and subnational levels to mitigate conflicts and promote peace and stability. It also supported 63 deconfliction initiatives and 80 community gatherings. In support of national peace and reconciliation and an eventual inclusive peace process, two capacity-building and dialogue facilitation initiatives were undertaken with the Afghan High Peace Council and other entities. In addition, 11 conflict-resolution activities, including five meetings with the Taliban Political Commission, were conducted.

33. The Government advanced implementation of key electoral reforms and preparations for the elections. The Independent Election Commission completed a

study of parliamentary constituencies in February and completed a reassessment of polling centre locations in December. In June, the Commission announced that parliamentary and district council elections would be held on 7 July 2018, while in December, it submitted the voter registration concept and proposed budget to the Government and donors for feedback and funding. Donors committed to fund up to 90 per cent of voter-registration costs. UNAMA also established and convened the Election Support Group, which serves as the primary international coordination mechanism for elections. The Department of Political Affairs deployed three election-related missions to Afghanistan. Two missions, in February and June, were conducted with UNDP to advise on outreach to political stakeholders and to support the design of a new project document. On 4 October, the Mission, UNDP and the electoral management bodies signed a United Nations Electoral Support Project document, which established a framework for United Nations electoral assistance to Afghanistan. The third election-related mission was conducted in November to undertake an institutional capacity assessment of the electoral management bodies.

34. Regional cooperation activities and confidence-building measures increased in 2017. Initiatives undertaken to support the Afghan peace process included two meetings of the Moscow peace process and one meeting of the Kabul Process for Peace and Security Cooperation. UNAMA supported the engagement of Afghan authorities in the Heart of Asia-Istanbul Process, which focused on regional collaboration to counter security threats and economic development. Six regional technical group meetings, four senior officials meetings and a ministerial conference were also held.

35. The Mission's efforts to support and promote the rule of law also continued. UNAMA advocated for approval of the revised penal code, which was endorsed by presidential decree in March. It consolidates crimes and punishments into a single code and incorporates provisions of international law, including international human rights conventions and treaties, and includes specific provisions that criminalize *bacha bazi*, virginity tests and the recruitment and use of children by the armed forces. The Anti-Torture Law was approved by the upper house on 14 January 2018 and the Afghan Land Management Law, which incorporates international best practice and standards, was enacted in March 2017. UNAMA advocated for and coordinated technical and logistical support for the Afghan Anti-Corruption Justice Centre and chaired regular coordination meetings with senior Justice Centre staff and international donors. The National Strategy for Combating Corruption was endorsed by the High Council on Rule of Law and Anti-Corruption in September and implementation commenced following the issuance of a presidential decree in December. UNAMA co-chaired 10 meetings of the Justice Board of Donors to facilitate donor coherence in justice policy and to support the national justice reform strategy. Provincial justice coordination meetings were held in 31 of 34 provinces but were not held in Helmand, Uruzgan and Zabul provinces due to insecurity. The Ministry of Interior referred 126 cases of police corruption, abuse of authority and fraud to the Attorney General's Office. In addition, 12 working groups and one ambassadorial-level meeting of the International Police Coordination Board were held to develop a common police reform and policy support platform with donor support.

36. UNAMA continued to monitor and report on the impact of armed conflict on civilians. In 2017, the Mission documented 10,453 civilian casualties, a decrease of nine per cent compared with 2016. It also documented a 13 per cent reduction in civilian casualties caused by improvised explosive devices and explosive remnants of war compared with 2016. The Mission's advocacy, engagement and dialogue with the main parties to the conflict contributed to the establishment of dedicated entities by the Government and the Taliban to investigate allegations of civilian casualties and

the introduction of civilian casualty prevention measures. In August, the Government ratified the 1980 Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects and associated amendments and protocols, which if implemented, may result in improved protection for civilians; in October, the Government formally endorsed the National Policy on Civilian Casualty Prevention and Mitigation.

37. The Mission continued to monitor places of detention, conduct advocacy and provide technical support to the Government in the review of legislation relating to the prohibition of torture and ill-treatment of detainees. In response to a UNAMA report issued in April on the treatment of conflict-related detainees in Afghan custody, the National Directorate of Security ordered investigations into five allegations of torture in its detention facilities. While the Government signalled its intention in April to withdraw the reservations of Afghanistan to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment and to ratify its Optional Protocol, no further steps have been taken. However, the Government made progress in improving the legal and policy framework for the prevention of torture and ill-treatment and in providing redress for victims, including by issuing in March a law on the prohibition of torture, which utilizes a definition of torture in line with the Convention against Torture. In September, the President endorsed an annex to this law, which includes a provision for victims of torture to bring legal claims for redress before criminal and civil courts.

38. The Mission continued to advocate for the implementation of the Safe Schools Declaration and Security Council resolution 2286 (2016), which aim to protect schools and health facilities from attacks in armed conflict. The Government's Inter-Ministerial Steering Committee on Children and Armed Conflict implemented seven recommendations and on 5 December, the Ministry of Defence launched its Child Protection Policy, which focuses on the prevention of six grave child rights violations in armed conflict and of the military use of education and health facilities.

39. UNAMA continued its work to eliminate violence against women. Elimination of violence against women prosecution offices were established in all 34 provinces, 25 of which received female prosecutors. In line with the Government's efforts to increase the role of women in peace processes, 5 new female members were appointed to the High Peace Council in July, increasing women's representation in the Council from 7 to 12. In contrast, improvements to women's rights in the new penal code were nullified by the removal of the chapter on violence against women. The implementation of the National Action Plan on Security Council resolution 1325 (2000) on Women, Peace and Security was hampered by a lack of funding.

40. UNAMA conducted 20 high-level consultations with the Government to strengthen the effectiveness, integration and coherence of United Nations activities in Afghanistan and increase its alignment with the Government's development priorities. In addition, the Mission consulted extensively with the Government, the international community and civil society to increase the effectiveness of development assistance and strengthen Afghan institutions, including subnational government structures. To support the Government's capacity to identify and implement anti-corruption measures, UNAMA provided good offices and technical assistance to facilitate the engagement of the Independent Joint Anti-Corruption Monitoring and Evaluation Committee with national and international stakeholders. It also supported the Independent Directorate of Local Governance in developing the provincial councils' oversight mechanism and facilitated dialogue among international partners and other stakeholders to advance these efforts. The Mission assisted the Government and civil society in implementing the Open Government Partnership, which facilitates the Government's systematic engagement with civil

society to foster accountable and inclusive governance. UNAMA also supported engagement between provincial councils and civil society actors to improve accountability.

41. To advance the Government's development and reform agenda, UNAMA supported the implementation of deliverables under the Self-Reliance through Mutual Accountability Framework. To this end, it provided technical assistance, support and facilitation to the Government and international development partners to advance and monitor the progress of the Framework's reform priorities. In 2017, 10 of 25 deliverables were completed, while 14 were in progress.

42. Regarding the implementation of the Afghanistan National Peace and Development Framework, 8 of 10 expected national priority programmes were in various stages of completion. The women's economic empowerment national priority programme was developed and launched in March. Concept notes were developed for the urban development, citizens' charter, agriculture, infrastructure, and justice national priority programmes; and implementation of programming associated with the citizens' charter commenced in May. A seven-year road map for the development of the extractives sector was in the final stages of approval in December. In October, UNAMA supported consultations at a meeting between senior officials of the Government and international partners to advance the development and reform agenda of Afghanistan.

Objective, expected accomplishments and indicators of achievement for 2018

Table 1
Objective, expected accomplishments, indicators of achievement and performance measures for 2018

Objective of the Organization: To promote peace and stability in Afghanistan

Expected accomplishments	*Indicators of achievement*
(a) The socio-political environment is increasingly conducive to sustainable peace and stability	(i) Increased sustainability and credibility of future electoral processes in Afghanistan [revised]
	Performance measures
	Key benchmarks, for example, polling centre assessment, biometric voter registration and polling centre-based voter lists in the preparations for parliamentary elections scheduled for July 2018 and presidential elections in 2019 will be achieved according to reforms agreed to by the Government and electoral stakeholders [new measure]
	Target: 4
	Number of regulations, procedures and plans implemented in accordance with the September 2016 Electoral Law [new measure]
	Target 2018: 8
	(ii) Increased regional cooperation initiatives and confidence-building measures as part of the Heart of Asia-Istanbul Process [revised]

Expected accomplishments	*Indicators of achievement*
	Performance measures
	Number of initiatives and measures taken or implemented by States in the region to support the Afghan peace process
	Estimate 2017: 3
	Target 2018: 4
	Number of regional technical group meetings
	Actual 2016: 5
	Estimate 2017: 6
	Target 2018: 6
	Number of senior officials' meetings
	Actual 2016: 3
	Estimate 2017: 4
	Target 2018: 4
	A ministerial conference on the Istanbul Process is held to review the progress of confidence-building measures

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2018	*2017*	*2016*
	(iii) Parties to the conflict demonstrate increased openness with respect to future peace talks and an all-inclusive peace and reconciliation process	Target	4	4	
		Estimate		2	
		Actual		2	
	[Number of capacity-building and dialogue facilitation initiatives conducted at the request of the Government with the Afghan High Peace Council and other entities]				
	[Number of conflict-resolution dialogue facilitation activities, including broadening knowledge of peace processes and negotiations, conducted with the Taliban Political Commission and other Taliban representatives to facilitate direct talks with the Government of Afghanistan]	Target	10	10	
		Estimate		12	
		Actual		11	

(iv) Increased inter- and intracommunity dialogue at the local level, including with women and youth, to promote peace and stability [Number of gatherings of local community representatives conducted by UNAMA]	Target	60	30	11
	Estimate		52	35
	Actual		80	55
(v) Increased mitigation of local conflicts and disputes, such as tribal and ethnic conflicts, land disputes and disputes among political actors to support increased political stability [revised] [Number of deconfliction initiatives undertaken through UNAMA good offices and political outreach]	Target	70	60	60
	Estimate		58	56
	Actual		63	67
(vi) Enhanced compliance of the Afghan justice system with international norms and standards in relation to anti-corruption and justice delivery [new] [Number of draft laws, legislative decrees and regulations on which the Mission provides technical advice to the Government or the National Assembly, which incorporate international norms, standards and best practices]	Target	4		
	Estimate			
	Actual			

Outputs

- Provision of good offices and facilitation of technical assistance in collaboration with the United Nations Development Programme to support credible and sustainable electoral efforts, including for the creation of the polling centre-based voters list and the candidate registration process
- Coordination of international political support for the holding of credible elections, including common messaging to the Government, political parties and electoral management bodies
- Provision of advocacy and technical assistance for the increased participation of women as candidates, voters and observers in electoral processes, as well as for staff of electoral management bodies, including through the establishment of special procedures for registration and voting
- Provision of good offices to the Government of Afghanistan at the international, national and subnational levels, including tribal jirgas, civil society forums, High Peace Council, provincial peace councils and other forums to enhance peace and stability, including training on peace processes, ceasefires and mediation
- Provision of good offices and advice to all stakeholders to facilitate direct peace talks between the Government of Afghanistan and the Taliban, including recommendations for confidence-building measures and initiatives with both parties and international stakeholders
- Provision of advocacy with the parties and other key stakeholders, such as civil society and the High Peace Council, for greater involvement of women and youth in peace initiatives at all levels

- Provision of good offices to facilitate progress in the Heart of Asia-Istanbul Process and other relevant regional initiatives, such as the Kabul Process
- Provision of good offices to develop a common platform and to deliver advice to senior justice and government officials on the development and implementation of justice-related legislation, strategies and policies, compliance with international norms, strengthening the justice system and access to justice, as well as sensitive issues, as they emerge

External factors

43. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) stakeholders maintain the necessary political and financial support; (b) the political stability of the National Unity Government endures; (c) the Government demonstrates the political will to improve governance and justice delivery as well as reduce corruption; (d) tensions among the legislative, judicial and executive branches and between subnational and central government agencies do not negatively affect the electoral reform process; (e) all stakeholders, domestic and international, remain open to the possibility of peace talks and an all-inclusive peace and reconciliation process in the future; and (f) the security situation in Afghanistan does not deteriorate to such an extent that the ability of the Mission to implement its mandate is seriously compromised.

Expected accomplishments	*Indicators of achievement*
(b) Increased realization of human rights for all	(i) Improved coordination of efforts among all stakeholders to ensure that the protection of civilians in armed conflict is in line with international human rights and humanitarian laws
	Performance measures
	Implementation of the National Policy on Civilian Casualty Prevention and Mitigation by the National Security Council and directives on civilian casualty prevention and mitigation issued by the Office of the National Security Council [revised measure]
	(ii) Afghan National Defence and Security Forces demonstrate improved respect for human rights
	Performance measures
	The United Nations and the Ministry of the Interior establish a mechanism to monitor compliance with the human rights due diligence policy, which is based on agreed mitigation measures and reviews progress quarterly
	Proportion of conflict-related detainees interviewed by the Mission who allege torture and ill-treatment decreases [new measure]
	Target 2018: 30 per cent
	(iii) Adoption of instruments and establishment of mechanisms to protect children affected by armed conflict, in line with Security Council resolutions 1612 (2005) and 1882 (2009)

Expected accomplishments	*Indicators of achievement*
	Performance measures
	Establishment of child protection units by the Ministry of the Interior in all 34 provinces [new measure]
	Target 2018: 34
	(iv) Strengthened efforts to combat violence against women pursuant to obligations under the Convention on the Elimination of All Forms of Discrimination against Women
	Performance measure
	Increase in the percentage of cases registered by the Prosecutor in the Office of the Elimination of Violence against Women in eight sample provinces that result in formal prosecution [new measure]
	Target 2018: 5 per cent
	Number of mediators trained on the newly developed human rights-based approach training package for mediation in violence against women cases [new measure]
	Target 2018: 40
	(v) The Afghanistan Independent Human Rights Commission and human rights defenders are able to operate with minimal restrictions and to address a range of human rights issues [new]
	Performance measures
	Participatory processes are launched by civil society and the Afghanistan Independent Human Rights Commission for parallel reporting to the Committee on the Elimination of Racial Discrimination
	Target 2018: 2

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2018	*2017*	*2016*
	(vi) Increased participation of women in the process of political and security transition, in accordance with Security Council resolution 1325 (2000)	Target	20	20	
		Estimate		10	
		Actual		0	
	[Number of women participants in peace negotiations]				
	[Number of temporary special measures to promote women's participation in elections]	Target	2	2	
		Estimate		2	
		Actual		0	

(vii) Strengthened efforts to address transitional justice and impunity	Target	4	4
	Estimate		4
[Number of meetings of the civil society-led transitional justice working group to monitor progress and coordinate advocacy [revised measure]]	Actual		8

Outputs

- Monitoring and documentation of conflict-related incidents affecting civilians, including two UNAMA-Office of the United Nations High Commissioner for Human Rights (OHCHR) reports on protection of civilians in armed conflict and other periodic reports on civilian protection issues
- Documentation of cases or incidents of torture or ill-treatment, and monitoring of criminal investigation of cases of torture
- Ongoing advisory services and progress monitoring on combating torture through: advisory notes on implementation of national legal obligations to prevent torture and ensure accountability for perpetrators; written inputs to the Government, including technical support to legislative drafting and operational guidance on the establishment of a national preventive mechanism (pursuant to the obligation under the Optional Protocol to the Convention against Torture); and one UNAMA-OHCHR update report to the Committee against Torture by April 2018 on the implementation of government commitments to prevent torture
- Establishment of the United Nations-Afghan national police dialogue and monitoring mechanism to advance implementation of mitigation measures under the human rights due diligence policy
- Provision of written inputs and technical support to State institutions and the Afghan National Defence and Security Forces on human rights issues, particularly to promote accountability, using the Ministry of Defence human rights policy adopted in 2017
- Provision of technical assistance to the Government's Inter-Ministerial Steering Committee on Children and Armed Conflict
- Documentation of violations against children in situations of armed conflict, in accordance with the monitoring and reporting mechanism established by Security Council resolution 1612 (2005)
- Issuance of a public report on cases of violence against women addressed through mediation
- Provision of recommendations to the Government on standards for mediation in violence against women cases, and 15 training sessions on the human rights-based approach principles and standards of mediation
- Provision of briefings and technical guidance to civil society and human rights defenders for their direct participatory reporting to the Committee on the Elimination of Discrimination against Women
- Technical support to the Afghanistan Independent Human Rights Commission on its national study on victims in armed conflict
- Documentation of human rights violations, including threats against human rights defenders, and the organization of forums for human rights defenders and civil society on current and evolving human rights issues
- Provision of technical support, particularly normative and as requested, to the Afghanistan Independent Human Rights Commission on human rights and civilian protection issues

External factors

44. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) an intensification of the conflict does not result in a proportional increase in civilian casualties; (b) variation of the international military presence does not lead to a significant deterioration of security; (c) the Government demonstrates the willingness and the capacity to conduct investigations and promote

accountability on human rights abuses; (d) there is continued political support for human rights promotion, particularly in the areas of peace and reconciliation, women's rights and minority rights; and (e) political and financial support is provided for the human rights agenda.

Expected accomplishments	*Indicators of achievement*
(c) Increased effectiveness of development and humanitarian assistance to Afghanistan and improvement of Afghan institutions	(i) Formulation and implementation of the Subnational Governance Policy [new] *Performance measures* Development of an implementation framework for the Subnational Governance Policy [new measure] (ii) Establishment and implementation of mechanisms to promote a more accountable and effective civil service *Performance measures* Implementation of the new generation of public administration reforms commences [new measure]

			Performance measures		
Expected accomplishments	*Indicators of achievement*		*2018*	*2017*	*2016*
	(iii) Increased effectiveness and strengthened integration and coherence throughout the activities of the United Nations system and increased alignment with government development priorities, the Afghanistan National Peace and Development Framework and the Sustainable Development Goals [Number of high-level consultations with the government]	Target	4	4	4
		Estimate		4	4
		Actual		20	17

Outputs

- Provision of advice and coordination services to the United Nations country team, international donors and development stakeholders to align their activities with the Government's development priorities, the Afghanistan National Peace and Development Framework, and the national priority programmes in the process of moving towards delivering as one United Nations
- Coordination, monitoring and biannual reporting on the implementation of the revised United Nations Development Assistance Framework
- Provision of advice to civil society networks at the national level in their monitoring and advocacy functions to hold the Government accountable through monthly meetings and the issuance of two advisory papers
- Provision of good offices to foster international community coherence through monthly meetings of the Civil Society Support Group, including international and national actors, in support of development, governance and public administration reforms

- Provision of normative advice at the national level to the Independent Directorate of Local Governance, as requested, for subnational governance policy formulation and implementation of provincial council oversight regulations through monthly meetings
- Provision of policy advice at the national level on public administration reforms through monthly meetings and the issuance of two policy advisory papers

External factors

45. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) stakeholders, including donors, maintain the necessary political and financial commitments to development and humanitarian actions, including those articulated in the Self-Reliance through Mutual Accountability Framework; (b) the security situation does not deteriorate to a degree that further impedes delivery of public services, development and humanitarian assistance; and (c) natural disasters do not adversely affect reconstruction activities.

Expected accomplishments	*Indicators of achievement*		*Performance measures*		
			2018	*2017*	*2016*
(d) Enhanced implementation of the London, Kabul, Tokyo and Brussels Conference commitments, Afghanistan National Peace and Development Framework benchmarks, and national priority programmes	(i) Regular high-level and technical engagements between government and international partners to review implementation of conference outcomes and development commitments, and enhance quality of joint technical engagements [new] [Number of meetings of the Joint Coordination and Monitoring Board, joint technical consultations with the Government, and technical coordination meetings [new measure]]	Target	27		
		Estimate			
		Actual		29	25
	(ii) Enhanced implementation of the Afghanistan National Peace and Development Framework through national priority programmes, in consultation with international and national partners [revised] [Number of consultations with national and international partners regarding implementation of national priority programme components of the Afghanistan National Peace and Development Framework [new measure]	Target	3		
		Estimate			
		Actual			
	(iii) Enhanced government capacity to conduct effective donor coordination and implement its development priorities [revised]	Target	50		
		Estimate			
		Actual			

	[Number of joint consultations, including through interministerial development councils and discussions of aid alignment to provide effective national policy coordination and monitor delivery of the Government's development priorities [new measure]]

Outputs

- Provision of technical assistance to the secretariat of the Joint Coordination and Monitoring Board; and facilitation of the Joint Coordination and Monitoring Board consultations and other technical consultations between the Government, the international community and Afghan stakeholders on the reform and development agenda, as well as aid effectiveness issues
- Provision of support to the development and implementation of streamlined national priority programmes and the review of related coordination mechanisms, including sectoral development clusters
- Provision of strategic advice and good offices support to key stakeholders to facilitate the development and implementation of the revised national priority programmes
- Facilitation of 12 consultations with the Ministry of Finance, the Ministry of the Economy and other line ministries to improve coordination on the implementation of reform and development priorities, including through the Afghanistan National Peace and Development Framework
- Facilitation of civil society participation in national development dialogues, including the Self-Reliance through Mutual Accountability Framework
- Provision of analytical support and strategic advice to national and international stakeholders on reform and development priorities
- Provision of analytical support and strategic advice to national and international stakeholders on ensuring that development planning is coordinated with, and takes into account, ongoing and planned humanitarian assistance, as well as the Government's reform and development priorities

External factors

46. The Mission is expected to achieve its objectives and expected accomplishments on the assumption that (a) all stakeholders continue to provide the necessary political and financial commitment to meeting the goals of the Afghanistan National Peace and Development Framework and the benchmarks of the Kabul, London, Tokyo and Brussels conferences; and (b) neither major security nor political disruptions, natural disasters or any other national emergency situation impairs the implementation of the national development strategy, national priority programmes, the Self-Reliance through Mutual Accountability Framework, the aid management policy, or the ability of donors to engage with the Government on these issues.

III. Resource requirements

A. Total resource requirements

Table 2
Total resource requirements (net of staff assessment)
(Thousands of United States dollars)

	2016-2017			2017	2018		Variance
	Appropriation	Expenditure[a]	Variance	Approved budget	Total requirements	Non-recurrent requirements	2017 vs 2018 Increase (decrease)
Category	(1)	(2)	(3)=(2)-(1)	(4)	(5)	(6)	(7)=(5)-(4)
Military and police personnel	1 473.8	965.6	(508.2)	752.5	94.0	–	(658.5)
Civilian personnel	230 044.0	233 570.6	3 526.6	106 536.7	103 186.6	–	(3 350.1)
Operational	115 909.8	108 692.8	(7 217.0)	56 894.1	48 137.4	2 242.2	(8 756.7)
Total requirements	**347 427.6**	**343 229.0**	**(4 198.6)**	**164 183.3**	**151 418.0**	**2 242.2**	**(12 765.3)**

[a] Actual expenditure as at 31 December 2017.

47. The proposed resource requirements for UNAMA for the period from 1 January to 31 December 2018 are estimated at $151,418,000 (net of staff assessment), reflecting a net decrease of $12,765,300 compared with the resources approved for the Mission for 2017, as detailed in tables 2 and 22. The net variance between the requirements for 2018 and the approved budget for 2017 reflects mainly:

(a) Decreased requirements for military and police personnel, reflecting the disengagement of military and police advisers in the context of the strategic review;

(b) Net decreased requirements for civilian personnel, reflecting mainly the proposed net decrease of 288 positions;

(c) Net decreased requirements to cover operational costs, reflecting mainly the proposed reconfiguration of the air fleet and decreased requirements for fuel consumption and for alteration and renovation projects.

48. The previous UNAMA budget for 2018, contained in the report of the Secretary-General A/72/371/Add.4, proposed resources in the amount of $140,423,700 (net of staff assessment). The variance as compared to the resource requirements contained in the present report is mainly due to revised assumptions regarding civilian incumbency, deployment of military and police advisers, and some technical aspects and resource revisions related to operational costs such as the price of fuel. Further, under civilian staff costs, the present proposal reflects currently encumbered positions until 30 June 2018, bearing in mind that the previous cost estimates for 2018 assumed substantial staffing reductions to be implemented from January 2018.

B. Staffing requirements

Table 3
Overall staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Section*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2017	1	2	1	8	27	72	71	17	199	156	1	356	170	942	61	1 529
Proposed 2018	1	2	1	7	28	57	61	7	164	144	1	309	126	738	68	1 241
Change	–	–	–	**(1)**	**1**	**(15)**	**(10)**	**(10)**	**(35)**	**(12)**	–	**(47)**	**(44)**	**(204)**	**7**	**(288)**

Proposed overall staffing requirements

49. The total proposed staffing for UNAMA for the period from 1 January to 31 December 2018 is 1,241 positions, as shown in table 3, reflecting a net decrease of 288 positions, and would include 309 international positions (164 Professional, 144 Field Service and 1 General Service (Other level)), 864 national positions (126 National Professional Officer and 738 Local level) and 68 United Nations Volunteers.

50. Table 4 provides details regarding proposed changes in staffing levels by organizational unit. Table 5 provides details regarding approved and proposed positions by location.

Vacancy rates

51. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2018:

(a) International staff: 14 per cent (approved 2017 vacancy rate) for positions deployed in Afghanistan, Kuwait, Pakistan and the Islamic Republic of Iran for the period from 1 January to 30 June 2018; 7 per cent for positions deployed in Afghanistan, Kuwait, Pakistan and the Islamic Republic of Iran for the period from 1 July to 31 December 2018. For positions based in New York, a vacancy rate of 5 per cent is applied to the full 2018 period. For 1 position at the ASG level (Resident Coordinator) and for positions being proposed for establishment, a vacancy rate of 50 per cent is applied;

(b) National staff: 10 per cent for National Professional Officer and 5 per cent for Local level (approved 2017 vacancy rates) for the period from 1 January to 30 June 2018; 5 per cent for National Professional Officer and 3 per cent for Local level for the period from 1 July to 31 December 2018. For positions being proposed for establishment, vacancy rates of 50 and 35 per cent are applied for National Professional Officer and Local level, respectively;

(c) United Nations Volunteers: 22 per cent (approved 2017 vacancy rate) for the period from 1 January to 30 June 2018; 5 per cent for the period from 1 July to 31 December 2018.

52. The actual deployment of military personnel, United Nations police and all other mission staff in 2017 resulted in the following annual average vacancy rates: 9.7 per cent for military personnel, 18.3 per cent for United Nations police, 11.1 per cent for international staff, 8.5 per cent for National Professional Officers, 3.5 per cent for Local level staff and 7.7 per cent for United Nations Volunteers.

Table 4
Proposed changes in staffing levels by organizational unit

Organizational unit	*Positions approved for 2017*	*Proposed changes*					*Positions proposed for 2018*
		Abolishment	*Establishment*	*Redeployment*[a]	*Reclassification*	*Net change*	
1. Special Representative of the Secretary-General for Afghanistan							
Front Office of the Special Representative of the Secretary-General for Afghanistan	**10**	(1)	–	(1)	–	(2)	**8**
Office of the Chief of Staff	**31**	(6)	1	–	–	(5)	**26**
Human Rights Service (formerly Human Rights Unit)	**30**	(4)	1	–	–	(3)	**27**
Strategic Communications Service (formerly Strategic Communications and Spokesperson Unit)	**21**	(3)	–	–	–	(3)	**18**
Gender Advisory Unit (new)	–	–	3	–	–	3	**3**
Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit)	**11**	(2)	–	(9)	–	(11)	**9**
Security Section	**253**	(16)	1	–	–	(15)	**238**
2. Office of the Deputy Special Representative of the Secretary-General for Afghanistan (Political Affairs) (political pillar)							
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)	**5**	–	–	–	–	–	**5**
Political Affairs Service (formerly Political Affairs Division)	**33**	(1)	–	–	–	(1)	**32**
Liaison Office in Tehran	**4**	–	–	–	–	–	**4**
Liaison Office in Islamabad	**6**	(1)	–	–	–	(1)	**5**
Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit)	–	–	–	9	–	9	**9**
Elections Support Office (new)	–	–	1	4	–	5	**5**
Peace and Reconciliation Office (new)	–	–	4	4	–	8	**8**
Military Advisory Unit	**5**	(5)	–	–	–	(5)	–
3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)							
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)	**9**	(1)	1	3	–	3	**12**
Resident Coordinator/United Nations Country Team Unit	**6**	(1)	1	–	–	–	**6**
Governance Unit	**20**	(15)	–	(5)	–	(20)	–
Rule of Law Unit	**10**	(4)	–	(6)	–	(10)	–
Police Advisory Unit	**4**	(4)	–	–	–	(4)	–
Donor Coordination Section (new)	–	–	4	3	–	7	**7**
4. Mission support							
(a) Office of the Chief of Mission Support	**14**	–	2	(6)	–	(4)	**10**
(b) Operations and resource management							

Organizational unit	Positions approved for 2017	Proposed changes					Positions proposed for 2018
		Abolishment	Establishment	Redeployment[a]	Reclassification	Net change	
Office of the Chief of Operations and Resource Management (formerly Office of the Deputy Chief of Mission Support)	1	–	1	1	–	2	3
Human Resources and Training Section (formerly Human Resources Section)	21	(2)	–	1	–	(1)	20
United Nations Volunteers Support Unit	1	–	–	(1)	–	(1)	–
Financial Resourcing, Performance and Risk Management Unit (formerly Finance, Budget and Planning Section)	–	–	–	6	–	6	6
Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section)	–	–	–	49	–	49	49
Medical Services Section	20	(7)	–	(13)	–	(20)	–
Staff Counselling and Welfare Unit	9	(1)	–	(8)	–	(9)	–
(c) Supply chain management							
Office of the Chief of Supply Chain Management	3	–	–	–	–	–	3
Acquisition Management Unit (new)	–	–	–	5	–	5	5
Procurement Unit (formerly Procurement Section)	8	(1)	1	(1)	–	(1)	7
Centralized Warehousing Unit (formerly Integrated Warehousing Section)	28	(2)	–	(9)	–	(11)	17
Movement Control Unit (formerly Movement Control Section)	26	(3)	–	(1)	–	(4)	22
Property Management Unit (formerly Property Management Section)	15	–	–	(9)	–	(9)	6
Engineering Section	25	(1)	–	(24)	–	(25)	–
Facilities Management Unit	11	(3)	–	(8)	–	(11)	–
Geospatial, Information and Telecommunications Technologies Section	52	(4)	–	(48)	–	(52)	–
Air Operations Section	24	(5)	–	(19)	–	(24)	–
Surface Transport Section	148	(17)	–	(131)	–	(148)	–
(d) Service delivery							
Office of the Chief of Service Delivery	–	–	1	1	–	2	2
Aviation Section (formerly Air Operations Section)	–	–	–	19	[b]	19	19
General Supply and Fuel Unit (new)	–	–	–	16	–	16	16
Engineering and Facilities Maintenance Section	–	–	–	32	–	32	32
Transport Unit (formerly Surface Transport Section)	–	–	–	130	–	130	130
Medical, Staff Counselling and Welfare Section	–	–	1	21	–	22	22
5. Consolidated Kuwait Office							
(a) UNAMA Support Office in Kuwait							
Integrated Conduct and Discipline Unit	1	–	–	–	–	–	1
Security Section	2	(2)	–	–	–	(2)	–
(b) Kuwait Joint Support Office							
Office of the Head of the Kuwait Joint Support Office	3	–	–	–	–	–	3
Human Resources Section	13	–	–	–	–	–	13

Organizational unit	Positions approved for 2017	Proposed changes					Positions proposed for 2018
		Abolishment	Establishment	Redeployment[a]	Reclassification	Net change	
Finance Section (including Payroll Cluster)	16	–	–	–	–	–	16
Travel Section	3	–	–	–	–	–	3
Quality/Performance Management	4	–	–	–	–	–	4
6. Field offices in regions and provinces							
(a) Regional offices							
Kabul	56	(24)	1	(4)	–	(27)	29
Kandahar	83	(30)	3	–	–	(27)	56
Herat	57	(17)	3	–	–	(14)	43
Balkh (Mazar-e-Sharif)	77	(26)	1	–	–	(25)	52
Nangarhar (Jalalabad)	70	(18)	2	–	–	(16)	54
Paktya (Gardez)	62	(19)	1	(2)	–	(20)	42
(b) Provincial offices							
Farah (Farah)	28	(28)	–	–	–	(28)	–
Bamyan	40	(8)	1	–	–	(7)	33
Faryab (Maymana)	26	(5)	–	–	–	(5)	21
Badakhshan (Fayz Abad)	36	(18)	1	(1)	–	(18)	18
Baghlan (Pul-e Khumri)	32	(7)	1	1	–	(5)	27
Kunduz	51	(15)	2	1	–	(12)	39
7. *Department of Political Affairs, New York*							
Afghanistan Team of the Middle East and West Asia Division	5	–	–	–	–	–	5
Total	**1 529**	**(327)**	**39**	**–**	**–**	**(288)**	**1 241**

[a] It is anticipated that the functions of the positions proposed for redeployment will remain the same and that the proposed redeployments would have no negative impact on the programme delivery of the releasing organizational unit.

[b] One Local level position (Air Operations Assistant) reclassified as a National Professional Officer level position (Assistant Air Operations Officer).

Table 5
Staffing requirements by location

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2017																
Headquarters																
Kabul	1	2	1	7	18	38	40	9	**116**	107	–	**223**	75	495	61	**854**
Islamabad	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	4	–	**6**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	2	–	**4**
Offices in regions and provinces																
Kabul	–	–	–	–	1	3	3	1	**8**	4	–	**12**	14	30	–	**56**
Bamyan	–	–	–	–	–	1	2	–	**3**	1	–	**4**	4	32	–	**40**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Kandahar	–	–	–	–	1	5	2	–	**8**	5	–	**13**	12	58	–	**83**
Herat	–	–	–	–	1	4	3	1	**9**	5	–	**14**	10	33	–	**57**
Farah (Farah)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	22	–	**28**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	4	3	–	**8**	5	–	**13**	13	51	–	**77**
Faryab (Maymana)	–	–	–	–	–	1	2	–	**3**	1	–	**4**	3	19	–	**26**
Nangarhar (Jalalabad)	–	–	–	–	1	4	3	2	**10**	3	–	**13**	10	47	–	**70**
Kunduz	–	–	–	–	–	1	2	–	**3**	3	–	**6**	9	36	–	**51**
Badakhshan (Fayz Abad)	–	–	–	–	–	2	3	–	**5**	1	–	**6**	2	28	–	**36**
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	25	–	**32**
Paktya (Gardez)	–	–	–	–	1	3	2	2	**8**	4	–	**12**	11	39	–	**62**
Kuwait Office	–	–	–	–	2	1	2	1	**6**	15	–	**21**	–	21	–	**42**
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Total 2017	**1**	**2**	**1**	**8**	**27**	**72**	**71**	**17**	**199**	**156**	**1**	**356**	**170**	**942**	**61**	**1 529**
Proposed 2018																
Headquarters																
Kabul	1	2	1	6	19	38	40	3	**110**	102	–	**212**	64	435	61	**773**
Islamabad	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	3	–	**5**
Tehran	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	2	–	**4**
Offices in regions and provinces																
Kabul	–	–	–	–	1	2	2	1	**6**	4	–	**10**	7	12	–	**29**
Bamyan	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	27	–	**33**
Kandahar	–	–	–	–	1	2	2	–	**5**	5	–	**10**	9	35	2	**56**
Herat	–	–	–	–	1	2	2	–	**5**	5	–	**10**	7	25	1	**43**
Balkh (Mazar-e-Sharif)	–	–	–	–	1	2	3	–	**6**	4	–	**10**	6	35	1	**52**
Faryab (Maymana)	–	–	–	–	–	1	1	–	**2**	1	–	**3**	2	16	–	**21**
Nangarhar (Jalalabad)	–	–	–	–	1	2	3	1	**7**	3	–	**10**	8	35	1	**54**
Kunduz	–	–	–	–	–	1	1	1	**3**	2	–	**5**	7	26	1	**39**
Badakhshan (Fayz Abad)	–	–	–	–	–	–	–	–	–	–	–	–	2	16	–	**18**
Baghlan (Pul-e Khumri)	–	–	–	–	–	1	1	–	**2**	1	–	**3**	2	22	–	**27**
Paktya (Gardez)	–	–	–	–	1	1	2	–	**4**	2	–	**6**	7	28	1	**42**
Kuwait Office	–	–	–	–	2	1	2	1	**6**	14	–	**20**	–	20	–	**40**
New York (Department of Political Affairs)	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Total 2018	**1**	**2**	**1**	**7**	**28**	**57**	**61**	**7**	**164**	**144**	**1**	**309**	**126**	**738**	**68**	**1 241**
Change	**–**	**–**	**–**	**(1)**	**1**	**(15)**	**(10)**	**(10)**	**(35)**	**(12)**	**–**	**(47)**	**(44)**	**(204)**	**7**	**(288)**

1. Special Representative of the Secretary-General for Afghanistan

Table 6

Staffing requirements: Special Representative of the Secretary-General for Afghanistan

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Special Representative of the Secretary-General for Afghanistan																
Approved 2017	1	–	–	1	2	1	–	–	**5**	2	–	**7**	–	3	–	**10**
Proposed 2018	1	–	–	–	1	1	–	–	**3**	2	–	**5**	–	3	–	**8**
Change	–	–	–	**(1)**	**(1)**	–	–	–	**(2)**	–	–	**(2)**	–	–	–	**(2)**
Office of the Chief of Staff																
Approved 2017	–	–	1	–	2	2	4	–	**9**	1	–	**10**	14	7	–	**31**
Proposed 2018	–	–	1	–	2	3	4	–	**10**	1	–	**11**	10	5	–	**26**
Change	–	–	–	–	–	**1**	–	–	**1**	–	–	**1**	**(4)**	**(2)**	–	**(5)**
Human Rights Service (formerly Human Rights Unit)																
Approved 2017	–	–	–	1	3	3	2	1	**10**	1	–	**11**	8	9	2	**30**
Proposed 2018	–	–	–	1	2	4	2	–	**9**	1	–	**10**	6	8	3	**27**
Change	–	–	–	–	**(1)**	**1**	–	**(1)**	**(1)**	–	–	**(1)**	**(2)**	**(1)**	**1**	**(3)**
Strategic Communications Service (formerly Strategic Communications and Spokesperson Unit)																
Approved 2017	–	–	–	1	1	2	2	–	**6**	1	–	**7**	4	10	–	**21**
Proposed 2018	–	–	–	1	1	2	1	–	**5**	1	–	**6**	3	9	–	**18**
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**	**(1)**	**(1)**	–	**(3)**
Gender Advisory Unit (new)																
Approved 2017	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Proposed 2018	–	–	–	–	1	–	1	–	**2**	–	–	**2**	–	1	–	**3**
Change	–	–	–	–	**1**	–	**1**	–	**2**	–	–	**2**	–	**1**	–	**3**
Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit)																
Approved 2017	–	–	–	–	1	2	1	1	**5**	–	–	**5**	2	4	–	**11**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Change	–	–	–	–	**(1)**	**(2)**	**(1)**	**(1)**	**(5)**	–	–	**(5)**	**(2)**	**(4)**	–	**(11)**
Security Section																
Approved 2017	–	–	–	–	1	2	6	1	**10**	62	–	**72**	1	177	3	**253**
Proposed 2018	–	–	–	–	1	2	4	1	**8**	60	–	**68**	1	165	4	**238**
Change	–	–	–	–	–	–	**(2)**	–	**(2)**	**(2)**	–	**(4)**	–	**(12)**	**1**	**(15)**
Total, Special Representative of the Secretary-General for Afghanistan																
Approved 2017	1	–	1	3	10	12	15	3	**45**	67	–	**112**	29	210	5	**356**
Proposed 2018	1	–	1	2	8	12	12	1	**37**	65	–	**102**	20	191	7	**320**
Change	–	–	–	**(1)**	**(2)**	–	**(3)**	**(2)**	**(8)**	**(2)**	–	**(10)**	**(9)**	**(19)**	**2**	**(36)**

53. The Mission is headed by the Special Representative of the Secretary-General for Afghanistan, who provides strategic leadership to the political, human rights, and development/humanitarian coordination related work of the United Nations in the country. The Special Representative also provides overall leadership of the Mission and is responsible for overseeing the work of his/her Office and the political and development pillars and for ensuring their coherence in fulfilment of the Mission's strategic priorities. The Special Representative also serves as Head of Mission and is responsible for the executive management of the Mission's resources and administration.

54. The following organizational units of the Mission have a direct reporting line to the Special Representative: the Front Office of the Special Representative of the Secretary-General for Afghanistan, which includes the Office of the Chief of Staff, comprising the Front Office of the Chief of Staff, the Mission Planning Unit, the Legal Affairs Unit, the Integrated Conduct and Discipline Unit and the Language Unit; Human Rights Service (formerly Human Rights Unit); the Gender Advisory Unit (new); the Strategic Communications Service (formerly Strategic Communications and Spokesperson Unit); and the Security Section.

Proposed organizational changes

55. The following changes in organizational units reporting directly to the Special Representative are proposed for 2018:

(a) **Front Office of the Special Representative of the Secretary-General for Afghanistan**:

(i) Redeployment of 1 D-1 position (Principal Political Affairs Officer) to the Peace and Reconciliation Office under the Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar) in the context of the strategic review;

(ii) Abolishment of 1 P-5 position (Senior Information Analyst, Political Affairs);

(b) **Office of the Chief of Staff**:

(i) Placement of the Office of the Chief of Staff into the Office of the Special Representative of the Secretary-General to streamline the organizational structure and optimize capacities between their respective front offices;

(ii) Abolishment of 5 positions: 1 National Professional Officer (Associate Coordination Officer), 1 Local level (Administrative Assistant) in the Front Office of the Chief of Staff, as it is also proposed to streamline the scope of functions of field offices in 2018 in the context of the strategic review, 1 National Professional Officer (Associate Information Management Officer) in the Mission Planning Unit whose functions are no longer required and 1 National Professional Officer (Assistant Field Translator) and 1 Local level (Administrative Assistant) in the Language Unit in the context of the strategic review;

(iii) Establishment of 1 P-4 position (Mission Planning Officer) in the Mission Planning Unit to strengthen the focus on mission planning and programme management and the enhancement of coordination and to provide technical assistance to strategic and operational planning, substantive aspects of the budget process, and the associated monitoring, reporting and mid-course adjustments, both at UNAMA headquarters and in the Mission field offices;

(iv) Abolishment of the Resident Auditor Unit and its 1 National Professional Officer position (Auditor), as a result of the transfer of the Unit to the Office of Internal Oversight Services;

(c) **Human Rights Service** (formerly Human Rights Unit):

(i) Renaming the Unit the Human Rights Service;

(ii) Abolishment of 4 positions: 1 P-5 (Senior Human Rights Officer), 2 National Professional Officer (1 Assistant Child Protection Officer and 1 Assistant Human Rights Officer) and 1 Local level (Human Rights Assistant) in the context of the strategic review;

(iii) Redeployment of 1 P-4 position (Human Rights Officer) from the regional office in Paktya (Gardez) to support the work of the Service on issues related to the elimination of violence against women;

(iv) Redeployment of 1 P-2 position (Associate Human Rights Officer) to the provincial office in Kunduz to strengthen the Mission response to evolving human rights issues in the region;

(v) Establishment of 1 United Nations Volunteer position (Human Rights Database Manager) to perform specialized design and maintenance services of databases related to human rights violations;

(d) **Strategic Communications Service** (formerly Strategic Communications and Spokesperson Unit):

(i) Renaming the Unit the Strategic Communications Service;

(ii) Abolishment of 3 positions: 1 P-3 (Public Information Officer) whose functions can be absorbed by the remaining staff in the Service, 1 National Professional Officer (Assistant Public Information Officer) and 1 Local level (Public Information Assistant) whose functions are no longer required;

(e) **Gender Advisory Unit (new)**:

(i) Establishment of the Unit in the context of the strategic review and in line with Security Council resolution 2242 (2015) on women, peace and security and the recommendations of the High-level Independent Panel on Peace Operations. The mandate of the Gender Advisory Unit would be to mainstream gender perspectives into all aspects of UNAMA work and to advance the women, peace and security agenda. This includes leading, overseeing and supporting the implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015). The establishment of the Unit is a good practice replicated in all missions under the direction of the Department of Political Affairs, which highlights the significant role of gender advisers in providing strategic and political advice to Mission leadership to ensure women's effective participation in all conflict prevention and resolution efforts and in promoting the representation of women in political processes. The placement of the Unit in the Office of the Special Representative of the Secretary-General aims to facilitate the Senior Gender Adviser's direct access to senior leadership to enable the provision of strategic advice on integrating a gender perspective into all Mission activities; the formulation and monitoring of a Mission-wide women, peace and security action plan; the promotion of the advancement of women in peace and security initiatives, including through public outreach; and the achievement of gender-specific outcomes of the Mission;

(ii) Establishment of 3 positions: 1 P-5 (Senior Gender Adviser), 1 P-3 (Gender Affairs Officer) and 1 Local level (Programme Management Assistant).

The Senior Gender Adviser will lead the work of the Unit and be responsible for formulating strategies and providing strategic guidance and advice to Mission leadership and senior management, as well as good offices on mainstreaming gender in mandate implementation. The Gender Affairs Officer will support the Senior Gender Adviser in ensuring the integration of gender perspectives into all aspects of UNAMA work, in line with Organization and Mission policies, guidance and overarching principles regarding gender and women, peace and security, and will provide related guidance and technical support. The Programme Management Assistant will support the Senior Gender Adviser and the Gender Affairs Officer in coordinating programme and project planning and implementation in support of the women, peace and security and gender mainstreaming agendas;

(f) **Joint Analysis and Reporting Section** (formerly Joint Analysis and Reporting Unit):

(i) Abolishment of 2 positions: 1 P-2 (Associate Political Affairs Officer) whose functions would be absorbed by the Peace and Reconciliation Office and 1 National Professional Officer (Associate Information Management Officer) whose functions would be absorbed by existing capacity in the Section;

(ii) Redeployment of the Section to the Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar) with its 9 remaining positions: 1 P-5 (Senior Information Analyst, Political Affairs), 2 P-4 (Political Affairs Officers), 1 P-3 (Political Affairs Officer), 1 National Professional Officer (Information Technology Officer and 4 Local level (Political Affairs Assistants) in the context of the strategic review;

(g) **Security Section**:

(i) Abolishment of 16 positions: 2 P-3 (Security Coordination Officers) whose functions can be absorbed by the remaining staff in the Section, 2 Field Service (1 Close Protection Officer, 1 Security Officer) and 12 Local level (Field Security Guards), all following a review of the functions of the Section;

(ii) Establishment of 1 United Nations Volunteer position (Security Logistics Officer) to provide security logistical support.

Table 7
Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Proposed 2018	–	–	–	1	1	1	1	–	**4**	–	1	**5**	–	–	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

56. The Afghanistan Team of the Middle East and West Asia Division of the Department of Political Affairs will continue to provide backstopping to the Mission, including providing operational support, assisting in identifying and prioritizing critical strategic objectives in line with the Mission mandate and political needs, and engaging with Member States and other key regional and international partners.

2. Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)

Table 8

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																
Approved 2017	–	1	–	–	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Proposed 2018	–	1	–	–	–	1	1	–	**3**	1	–	**4**	–	1	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Political Affairs Service (formerly Political Affairs Division)																
Approved 2017	–	–	–	1	2	5	6	1	**15**	1	–	**16**	8	7	2	**33**
Proposed 2018	–	–	–	1	3	5	6	1	**16**	–	–	**16**	8	7	1	**32**
Change	–	–	–	–	**1**	–	–	–	**1**	**(1)**	–	–	–	–	**(1)**	**(1)**
Liaison Office in Tehran																
Approved 2017	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	2	–	**4**
Proposed 2018	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	2	–	**4**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Liaison Office in Islamabad																
Approved 2017	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	4	–	**6**
Proposed 2018	–	–	–	–	–	1	–	–	**1**	–	–	**1**	1	3	–	**5**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**
Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	2	1	–	**4**	–	–	**4**	1	4	–	**9**
Change	–	–	–	–	–	–	–	**(1)**	**(1)**	–	–	**(1)**	**(1)**	–	–	**(2)**
Elections Support Office (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	1	–	2	2	–	**5**	–	–	**5**	–	–	–	**5**
Change	–	–	–	**1**	–	**2**	**2**	–	**5**	–	–	**5**	–	–	–	**5**
Peace and Reconciliation Office (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	1	1	1	3	–	**6**	–	–	**6**	2	–	–	**8**
Change	–	–	–	**1**	**1**	**1**	**3**	–	**6**	–	–	**6**	**2**	–	–	**8**
Military Advisory Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	5	–	**5**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(5)**	–	**(5)**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)																
Approved 2017	–	1	–	1	2	8	7	1	**20**	2	–	**22**	10	19	2	**53**
Proposed 2018	–	1	–	3	5	13	13	1	**36**	1	–	**37**	13	17	1	**68**
Change	**–**	**–**	**–**	**2**	**3**	**5**	**6**	**–**	**16**	**(1)**	**–**	**15**	**3**	**2**	**(1)**	**15**

57. The Deputy Special Representative advises the Special Representative on political issues and the dynamics affecting the implementation of the Mission mandate.

58. The following organizational units of the Mission are part of the political pillar: Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs); Political Affairs Service (formerly Political Affairs Division); Liaison Office in Tehran; Liaison Office in Islamabad; Joint Analysis and Reporting Section (formerly Joint Analysis and Reporting Unit); Elections Support Office (new); and Peace and Reconciliation Office (new).

Proposed organizational changes

59. The following changes in organizational units that are part of the political pillar of the Mission are proposed for 2018:

(a) **Political Affairs Service** (formerly Political Affairs Division):

(i) Renaming the Division the Political Affairs Service;

(ii) Redeployment of 6 positions: 2 P-4 (Electoral Affairs Officers) and 1 P-3 (Electoral Affairs Officer) to the Elections Support Office; 2 National Professional Officer (Associate Political Affairs Officers) to the Peace and Reconciliation Office where the functions of these positions, primarily contacts with the High Peace Council and related peace organizations, as well as work related to local peace initiatives, would be centralized in the context of the strategic review; and 1 United Nations Volunteer (Political Affairs Officer) to the regional office in Kandahar to reinforce the political work in the region;

(iii) Abolishment of 1 Field Service position (Administrative Assistant) as the functions of the position can be absorbed by existing capacity in the Service;

(iv) Redeployment of 6 positions from the Rule of Law Unit: 1 P-5 (Senior Judicial Affairs Officer), 2 P-4 (Judicial Affairs Officers), 1 P-3 (Judicial Affairs Officer) and 2 National Professional Officer (Associate Judicial Affairs Officer, Associate Rule of Law Officer) in the context of the strategic review;

(v) Although the abolishment of the Military Advisory Unit is proposed, together with the disengagement of 11 of the 12 military advisers assigned to the Mission, it is proposed to maintain 1 Senior Military Adviser in the Political Affairs Service in the context of the strategic review;

(b) **Liaison Office in Islamabad**: abolishment of 1 Local level position (Driver) as the functions of the position will be absorbed by existing capacity in the Office;

(c) **Joint Analysis and Reporting Section** (formerly Joint Analysis and Reporting Unit):

(i) Redeployment of the Section from the Office of the Special Representative of the Secretary-General with its 9 positions: 1 P-5 (Senior Information Analyst, Political Affairs), 2 P-4 (Political Affairs Officers), 1 P-3 (Political Affairs Officer), 1 National Professional Officer (Information Technology Officer) and 4 Local level (Political Affairs Assistants) in the context of the strategic review;

(ii) Renaming the Unit the Joint Analysis and Reporting Section;

(d) **Elections Support Office (new)**:

(i) Establishment of the Office to reflect the political nature of UNAMA support to elections in Afghanistan in 2018 and 2019. The Office will oversee the United Nations Election Support Team, comprising UNAMA staff and technical staff contracted through the UNDP electoral support project. The Support Team will be the primary means by which the United Nations supports Afghan electoral institutions, in particular the Independent Electoral Commission and the Electoral Complaints Commission, in preparing for the July 2018 parliamentary elections;

(ii) Establishment of 1 D-1 position (Principal Electoral Affairs Officer) to provide capacity-building support and technical advice to the Afghan electoral management bodies in the discharge of their independent roles;

(iii) Redeployment of 4 positions: 2 P-4 (Electoral Affairs Officers) and 1 P-3 (Electoral Affairs Officer) from the Political Affairs Service and 1 P-3 (Electoral Affairs Officer) from the provincial office in Badakhshan (Fayz Abad), all to provide support to the Independent Electoral Commission and the Electoral Complaints Commission, in preparation for the July 2018 parliamentary elections, and to monitor developments related to the forthcoming elections and establish and maintain collaborative relations with interlocutors;

(e) **Peace and Reconciliation Office (new)**:

(i) Establishment of the Office in line with the strategic priority of the Mission to create conditions in which a political settlement can be reached, in the context of the strategic review. The proposed new capacity would reinforce the Mission's efforts to support the establishment of an Afghan-led and Afghan-owned peace process and provide advice on mediation, confidence-building measures, and engagement with the armed opposition, including support to the Kabul Process for Peace and Security Cooperation, to strengthen regional cooperation in support of peace and stability, which would complement the work of the Political Affairs Service on the Heart of Asia Process, and would reflect a similar division of responsibilities on these issues within the Government of Afghanistan. Further, the Office would carry out public engagement on peace and reconciliation, including developing and implementing local peace initiatives with UNAMA field offices, in order to include the voices of residents of rural and remote areas, women and youth and channel them into high-level political processes. In addition, the Office would collaborate with the liaison offices in Tehran and Islamabad and the United Nations Regional Centre for Preventive Diplomacy for Central Asia to support and promote bilateral and multilateral cooperation on peace and security;

(ii) Redeployment of 4 positions: 1 D-1 (Principal Political Affairs Officer) from the Front Office of the Special Representative of the Secretary-General, 2 National Professional Officer (Associate Political Affairs Officers) from the Political Affairs Service and 1 P-3 (Political Affairs Officer) from the regional

office in Kabul, all to support regional cooperation efforts related to peace and reconciliation (the Kabul Process) and the coordination of the Peace and Reconciliation Task Force;

(iii) Establishment of 4 positions: 1 P-5 (Senior Political Affairs Officer) to represent the Mission in its engagement with a wide range of senior interlocutors across the peace and reconciliation field, 1 P-4 (Political Affairs Officer) to lead the Mission's reinforced efforts on the increased role for local peace initiatives and 2 P-3 (Political Affairs Officers) to work on mission support to regional cooperation efforts related to peace and reconciliation and to coordinate the Peace and Reconciliation Task Force;

(f) **Military Advisory Unit**: abolishment of the Unit and its 5 Local level positions (3 Drivers, 1 Field Language Assistant, 1 Administrative Assistant), in the context of the strategic review and resulting from the proposed disengagement of 11 Military Advisers assigned to the Mission. It is proposed, however, that 1 Senior Military Adviser be retained in the Political Affairs Service to liaise with international military forces, contribute to the integrated analysis of the Service and the Mission as a whole and provide strategic-level advice on military affairs to the Mission leadership.

3. Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)

Table 9

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)																
Approved 2017	–	1	–	–	–	2	1	1	**5**	2	–	**7**	–	2	–	**9**
Proposed 2018	–	1	–	–	1	3	1	–	**6**	2	–	**8**	2	2	–	**12**
Change	–	–	–	–	**1**	**1**	–	**(1)**	**1**	–	–	**1**	**2**	–	–	**3**
Resident Coordinator/United Nations Country Team Unit																
Approved 2017	–	–	–	–	1	1	1	–	**3**	–	–	**3**	2	1	–	**6**
Proposed 2018	–	–	–	–	1	1	1	–	**3**	–	–	**3**	2	1	–	**6**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Governance Unit																
Approved 2017	–	–	–	1	1	4	3	3	**12**	–	–	**12**	5	3	–	**20**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	**(1)**	**(1)**	**(4)**	**(3)**	**(3)**	**(12)**	–	–	**(12)**	**(5)**	**(3)**	–	**(20)**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Rule of Law Unit																
Approved 2017	–	–	–	1	1	2	1	–	**5**	–	–	**5**	3	2	–	**10**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Change	**–**	**–**	**–**	**(1)**	**(1)**	**(2)**	**(1)**	**–**	**(5)**	**–**	**–**	**(5)**	**(3)**	**(2)**	**–**	**(10)**
Police Advisory Unit																
Approved 2017	–	–	–	–	1	1	–	–	**2**	–	–	**2**	1	1	–	**4**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Change	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**(2)**	**–**	**–**	**(2)**	**(1)**	**(1)**	**–**	**(4)**
Donor Coordination Section (new)																
Approved 2017	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Proposed 2018	–	–	–	–	1	2	2	–	**5**	–	–	**5**	2	–	–	**7**
Change	**–**	**–**	**–**	**–**	**1**	**2**	**2**	**–**	**5**	**–**	**–**	**5**	**2**	**–**	**–**	**7**
Total, Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator) (development pillar)																
Approved 2017	–	1	–	2	4	10	6	4	**27**	2	–	**29**	11	9	–	**49**
Proposed 2018	–	1	–	–	3	6	4	–	**14**	2	–	**16**	6	3	–	**25**
Change	**–**	**–**	**–**	**(2)**	**(1)**	**(4)**	**(2)**	**(4)**	**(13)**	**–**	**–**	**(13)**	**(5)**	**(6)**	**–**	**(24)**

60. The Deputy Special Representative is responsible for maintaining links with the United Nations country team as part of his/her role as Humanitarian and Resident Coordinator and UNDP Resident Representative.

61. The following organizational units of the Mission are part of the development pillar: Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator); Resident Coordinator/United Nations Country Team Unit; and Donor Coordination Section (new).

Proposed organizational changes

62. The following changes in organizational units that are part of the development pillar of the Mission are proposed for 2018:

(a) **Front Office of the Deputy Special Representative of the Secretary-General (Development) (Resident Coordinator/Humanitarian Coordinator)**:

(i) Redeployment of 2 positions to the Donor Coordination Section: 1 P-4 (Coordination Officer) and 1 P-3 (Civil Affairs Officer);

(ii) Redeployment of 5 positions from the Governance Unit: 1 P-5 (Senior Civil Affairs Officer), 2 P-4 (Civil Affairs Officers) and 2 National Professional Officer (1 Associate Civil Affairs Officer, 1 Assistant Civil Affairs Officer) to provide normative advice in support of the Government's efforts to promote effective and accountable subnational governance;

(iii) Abolishment of 1 P-2 position (Associate Civil Affairs Officer);

(iv) Establishment of 1 P-3 position (Special Assistant) to assist and support the Deputy Special Representative of the Secretary-General in directing, managing and supporting the work of the development pillar;

(b) **Resident Coordinator/United Nations Country Team Unit:**

(i) Abolishment of 1 P-5 position (Senior Coordination Officer);

(ii) Establishment of 1 P-5 position (Senior Mission Planning Officer (Strategic)) to provide advice and technical expertise enabling senior management to develop, implement and monitor strategies that maximize the individual and collective impact of the United Nations response in Afghanistan, concentrating on mandated tasks and objectives required to move forward the country's development priorities and thereby consolidate peace and reconciliation. Further, the position will ensure better synergy within the United Nations Country Team in securing coherent support;

(c) **Governance Unit**:

(i) Redeployment of 5 positions to the Front Office of the Deputy Special Representative of the Secretary-General: 1 P-5 (Senior Civil Affairs Officer), 2 P-4 (Civil Affairs Officers) and 2 National Professional Officer (1 Associate Civil Affairs Officer, 1 Assistant Civil Affairs Officer);

(ii) Abolishment of 15 positions: 1 D-1 (Chief of Service, Civil Affairs), 2 P-4 (Civil Affairs Officers), 3 P-3 (2 Civil Affairs Officers, 1 Coordination Officer), 3 P-2 (Associate Civil Affairs Officers), 3 National Professional Officer (2 Associate Civil Affairs Officers, 1 Assistant Civil Affairs Officer) and 3 Local level (2 Liaison Assistants, 1 Team Assistant);

(iii) Abolishment of the Unit in the context of the strategic review;

(d) **Rule of Law Unit**:

(i) Redeployment of 6 positions to the Political Affairs Service: 1 P-5 (Senior Judicial Affairs Officer), 2 P-4 (Judicial Affairs Officers), 1 P-3 (Judicial Affairs Officer) and 2 National Professional Officer (1 Associate Judicial Affairs Officer, 1Associate Rule of Law Officer);

(ii) Abolishment of 4 positions: 1 D-1 (Chief of Service Judicial Affairs), 1 National Professional Officer (Associate Judicial Affairs Officer) and 2 Local level (1 Administrative Assistant, 1 Judicial Affairs Assistant);

(iii) Abolishment of the Unit in the context of the strategic review;

(e) **Police Advisory Unit**:

(i) Abolishment of four positions: 1 P-5 (Senior United Nations Police Adviser and Head of Police Component), 1 P-4 (United Nations Police Officer and Chief of Operations), 1 National Professional Officer (Assistant Programme Management Officer) and 1 Local level (Administrative Assistant). The disengagement of the 5 civilian police advisers assigned to the Mission is also proposed;

(ii) Abolishment of the Unit in the context of the strategic review;

(f) **Donor Coordination Section (new)**:

(i) Establishment of the Section to carry out the increased workload associated with the UNAMA mandate to lead and coordinate international development assistance to Afghanistan. The increased capacity for donor coordination is required to meet new demands, including: (a) consolidation of donor coordination functions in the Mission following recommendations

emanating from the strategic review; (b) increased qualitative contribution in the provision of support to the Government and donors; and (c) coordination between development and humanitarian efforts. Specifically, the Section will provide critical support to the Joint Coordination and Monitoring Board, the annual Senior Officials or Ministerial Meeting; facilitate and co-convene strategic development planning, coordination and monitoring efforts, including by providing support to the new coordination mechanisms recently introduced by the Government; develop and monitor frameworks of mutual accountability between the Government and the international community to advance key reforms; strengthen alignment and improve the coherence of international development assistance with government priorities; lead technical forums on subjects of relevance to the Government's reform and development agenda; support peacebuilding approaches across United Nations programming at the national and subnational levels in support of a future peace agreement; and provide analysis and advice to Mission leadership on economic, reform and development issues, including their links to humanitarian needs;

(ii) Establishment of 4 positions to meet the increased workload for donor coordination in the mission: 1 P-5 (Senior Programme Officer), 1 P-3 (Humanitarian Affairs Officer) and 2 National Professional Officers (1 Assistant Programme Management Officer, 1 Associate Civil Affairs Officer). The Senior Programme Officer will lead the Section; ensure effective coordination between donors, other international partners and the Government; and work closely with Afghan Government ministers and senior members of the international community, including ambassadors and heads of donor agencies, to improve coherence and coordination in development assistance. The Humanitarian Affairs Officer will improve coordination among donors on the critical nexus between humanitarian and development assistance by tracking humanitarian assistance trends, programmes and discussions and aligning them with longer-term development assistance for the establishment of sustainable livelihoods, employment and services for returnees and internally displaced persons. The Assistant Programme Management Officer and the Associate Civil Affairs Officer will liaise with the Government and civil society counterparts to strengthen coordination and collaboration; liaise with national staff at international embassies and organizations, who increasingly rely on national officers to manage and monitor development programming; facilitate dialogue between and among government authorities, international community partners and national stakeholders to advance consultative approaches to development policy and implementation at the national and subnational levels; and provide political, social and economic analyses;

(iii) Redeployment of 3 positions: 1 P-4 (Coordination Officer) and 1 P-3 (Civil Affairs Officer) from the Front Office of the Deputy Special Representative of the Secretary-General and 1 P-4 (Judicial Affairs Officer) from the regional office in Kabul.

4. Mission support

Table 10
Overall staffing requirements for mission support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	2	10	12	1	**26**	36	–	**62**	27	263	54	**406**
Proposed 2018	–	–	–	1	3	9	11	1	**25**	34	–	**59**	27	230	53	**369**
Change	–	–	–	–	**1**	**(1)**	**(1)**	–	**(1)**	**(2)**	–	**(3)**	–	**(33)**	**(1)**	**(37)**

63. Mission support is under the overall responsibility of the Chief of Mission Support who, under the approved structure, coordinates and supervises the work of three main areas: The Office of the Chief of Mission Support, the Deputy Chief of Mission Support and the Chief of Supply Chain Management.

Proposed organizational changes

64. It is proposed to restructure mission support, building on the changes approved by the General Assembly in 2016 and reflecting the need to further standardize the mission support structure, which would further support the alignment required to optimize the benefits from the implementation of successive enterprise resource management (Umoja) initiatives, and the consolidation of earlier gains. UNAMA will continue to provide services to 11 field offices in Afghanistan, and liaison offices in Islamabad and Tehran, in addition to Mission headquarters in three compounds in Kabul.

65. Under the proposed revised structure, mission support functions will be clustered in three main pillars: operations and resource management, supply chain management and service delivery. This would replace the current distribution of the same functions among the Chief of Mission Support, the Deputy Chief of Mission Support and the Chief of Supply Chain Management. In view of the fact that the Chief of Mission Support is responsible for contributing to the implementation of the Mission mandate by providing the necessary managerial, logistical, technology and administrative support, his/her ability to engage, advise on and help to shape the plans of programmatic components is critical to ensure that support components can deliver client-focused, timely end-to-end support services against (competing) priorities. The revised structure would enable and support these functions.

66. The proposed revised structure would include two new organizational units: The Acquisition Management Unit under the supply chain management pillar and the General Supply and Fuel Unit under the service delivery pillar. They would be established and staffed through the redeployment of approved positions performing similar functions in existing organizational units, and are therefore cost neutral. In addition, it is proposed that a new unit be established under the Chief of Mission Support: The Environmental and Occupational Safety and Health Unit, for which it is proposed to establish two United Nations Volunteer positions.

67. Other proposed changes in the revised structure would include small adjustments driven by the implementation of initiatives, such as end-to-end supply chain management. In this regard, it is proposed that approved positions in the Property Management Unit, which are responsible for property disposal and receipt and inspection functions, be redeployed to the Centralized Warehousing Unit. This

change would maintain a core capacity in the Property Management Unit, which is responsible for ensuring compliance with the Financial Regulations and Rules of the United Nations, and the Organization's policies and procedures for property management, for fixed asset management as part of International Public Sector Accounting Standards (IPSAS) accounting and reporting on property, plant and equipment and financial inventory, and for oversight and execution of the delegation of authority for property management.

68. It is proposed that the Engineering and Facilities Maintenance Section be established by combining the minimum required resources from existing engineering and facilities functions. The Section would be responsible for the planning, construction and commissioning of Mission facilities and infrastructure, facilities operation and maintenance.

69. In striving for further alignment, it is proposed that the resources of the Medical Section and Staff Counselling and Welfare Unit be merged into one section under the service delivery pillar. In addition, in the context of the strategic review, the establishment of joint medical services should be considered a priority to ensure uniform and more rationalized medical care for all United Nations staff. UNAMA and the principal agencies co-located with the Mission in Kabul have made considerable progress in this respect and a cost-shared joint medical service is in place since February 2018.

70. Staffing details of the Office of the Chief of Mission Support and the three pillars under his/her supervision are presented below.

Office of the Chief of Mission Support

Table 11
Staffing requirements: Chief of Mission Support

	Professional and higher categories								*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	1	–	2	3	–	**6**	3	–	**9**	2	2	1	**14**
Proposed 2018	–	–	–	1	–	1	1	–	**3**	2	–	**5**	1	1	3	**10**
Change	–	–	–	–	–	(1)	(2)	–	**(3)**	(1)	–	**(4)**	(1)	(1)	**2**	**(4)**

71. The Chief of Mission Support is responsible for the effective general management of the human, financial and physical resources allocated to the Mission. He/she is supported by the Chief of Operations and Resource Management, the Chief of Supply Chain Management and the Chief of Service Delivery.

72. The Office of the Chief of Mission Support oversees and manages the work of the Finance, Budget and Planning Section, the Audit Unit, the Environmental and Occupational Safety and Health Unit, and the Aviation Safety Unit.

Proposed organizational changes

73. The following changes in the Office of the Chief of Mission Support and organizational units reporting directly to him/her are proposed for 2018:

(a) Establishment of an Environmental and Occupational Safety and Health Unit to provide coordination, monitoring and oversight of the Mission's

implementation of the environmental policy, waste management policy and environment strategy of the Department of Field Support;

(b) Redeployment of the Finance, Budget and Planning Section with its 6 positions, namely, 1 P-4 (Chief of Unit, Finance and Budget), 1 P-3 (Finance and Budget Officer), 1 Field Service (Finance and Budget Assistant), 1 National Professional Officer (Assistant Finance and Budget Officer), 1 Local level (Finance and Budget Assistant) and one United Nations Volunteer (Finance Officer), to the Financial Resourcing, Performance and Risk Management Unit under the operations and resource management pillar;

(c) Redeployment of 1 P-3 (Administrative Officer) to the Office of the Chief of Operations and Resource Management to support backstopping and coordination of administrative and logistical activities and planning affecting field offices, as well as implementing and monitoring cost-sharing mechanisms with United Nations country team partners;

(d) Redeployment of 1 United Nations Volunteer position (Information Management Assistant) from the Movement Control Unit of the supply chain management pillar to address issues related to oversight bodies;

(e) Establishment of 2 United Nations Volunteer positions: 1 Environmental Officer to facilitate UNAMA implementation of the environment strategy of the Department of Field Support and 1 Occupational Health and Safety Officer to support the Mission's compliance with the Department's policies on occupational safety and health for its staff and all occupants and visitors to its compounds.

Operations and resource management

Table 12
Staffing requirements: operations and resource management

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Operations and Resource Management (formerly Office of the Deputy Chief of Mission Support)																
Approved 2017	–	–	–	–	1	–	–	–	**1**	–	–	**1**	–	–	–	**1**
Proposed 2018	–	–	–	–	1	–	1	–	**2**	–	–	**2**	–	–	1	**3**
Change	–	–	–	–	–	–	**1**	–	**1**	–	–	**1**	–	–	**1**	**2**
Human Resources and Training Section (formerly Human Resources Section)																
Approved 2017	–	–	–	–	–	1	1	–	**2**	4	–	**6**	3	10	2	**21**
Proposed 2018	–	–	–	–	–	1	1	–	**2**	4	–	**6**	3	9	2	**20**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**
United Nations Volunteers Support Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	1	**1**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**(1)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Financial Resourcing, Performance and Risk Management Unit (formerly Finance, Budget and Planning Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	1	1	1	6
Change	–	–	–	–	–	1	1	–	2	1	–	3	1	1	1	6
Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	–	–	1	10	–	11	6	26	6	49
Change	–	–	–	–	–	1	–	–	1	10	–	11	6	26	6	49
Medical Services Section																
Approved 2017	–	–	–	–	–	1	1	–	2	–	–	2	5	8	5	20
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(1)	–	(2)	–	–	(2)	(5)	(8)	(5)	(20)
Staff Counselling and Welfare Unit																
Approved 2017	–	–	–	–	–	1	1	–	2	–	–	2	2	2	3	9
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	(1)	(1)	–	(2)	–	–	(2)	(2)	(2)	(3)	(9)
Total, operations and resource management																
Approved 2017	–	–	–	–	1	3	3	–	7	4	–	11	10	20	11	52
Proposed 2018	–	–	–	–	1	3	3	–	7	15	–	22	10	36	10	78
Change	–	–	–	–	–	–	–	–	–	11	–	11	–	16	(1)	26

74. The following organizational units are part of the operations and resource management pillar of mission support: Office of the Chief of Operations and Resource Management; Human Resources and Training Section (formerly Human Resources Section); Financial Resourcing, Performance and Risk Management Unit (formerly Finance, Budget and Planning Section); and Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section).

Proposed organizational changes

75. The following changes in organizational units that are part of the operations and resource management pillar of mission support are proposed for 2018:

(a) **Office of the Chief of Operations and Resource Management** (formerly Office of the Deputy Chief of Mission Support):

(i) Renaming the Office of the Deputy Chief of Mission Support the Office of the Chief of Operations and Resource Management;

(ii) Redeployment of 1 P-3 (Administrative Officer) from the Office of the Chief of Mission Support to support backstopping and coordination of administrative and logistical activities and planning affecting field offices, as well as implementing and monitoring cost-sharing mechanisms with United Nations country team partners;

(iii) Establishment of 1 United Nations Volunteer position (Field Coordination Officer) to provide forecasting, performance monitoring, planning, and coordination related to operational and resourcing activities, including the implementation and monitoring of cost-sharing mechanisms with United Nations country team partners;

(b) **Human Resources and Training Section** (formerly Human Resources Section):

(i) Renaming the Section the Human Resources and Training Section;

(ii) Abolishment of 2 positions: 1 Local level (Human Resources Assistant) and 1 United Nations Volunteer (Training Officer) as their functions can be absorbed by the remaining staff in the Section;

(iii) Redeployment of the United Nations Volunteers Support Unit into the Section with its 1 United Nations Volunteer (United Nations Volunteers Support Unit Officer);

(c) **United Nations Volunteers Support Unit**: Redeployment of the Unit to the Human Resources and Training Section with its one United Nations Volunteer (United Nations Volunteers Support Unit Officer);

(d) **Financial Resourcing, Performance and Risk Management Unit** (formerly Finance, Budget and Planning Section):

(i) Redeployment of the Finance, Budget and Planning Section, which was a component of the Office of the Chief of Mission Support, with its 6 positions: 1 P-4 (Chief of Unit, Finance and Budget), 1 P-3 (Finance and Budget Officer), 1 Field Service (Finance and Budget Assistant), 1 National Professional Officer (Assistant Finance and Budget Officer), 1 Local level (Finance and Budget Assistant) and 1 United Nations Volunteer (Finance Officer);

(ii) Renaming the Section the Financial Resourcing, Performance and Risk Management Unit;

(e) **Field Technology Section** (formerly Geospatial, Information and Telecommunications Technologies Section):

(i) Redeployment of the Geospatial, Information and Telecommunications Technologies Section from the supply chain management pillar with its 47 positions: 1 P-4 (Chief of Unit, Information Systems and Telecommunications); 9 Field Service (4 Telecommunications Technicians, 3 Information Systems Assistants, 2 Information Systems Officers); 5 National Professional Officer (3 Associate Information Systems Officers, 1 Associate Telecommunications Officer, 1 Assistant Geospatial Information Officer); 26 Local level (11 Telecommunications Assistants, 10 Information Systems Assistants, 2 Mail Assistants, 1 Administrative Assistant, 1 Information Management Assistant, 1 Receiving and Inspection Assistant); and 6 United Nations Volunteers (2 Local and Wide Area Network Technicians, 1 Information Systems Officer, 1 Information Management Assistant, 1 Geographic Information Assistant, 1 Material and Assets Assistant);

(ii) Renaming the Section the Field Technology Section;

(iii) Redeployment of 2 positions: 1 Field Service (Information Systems Assistant) from the regional office in Paktya (Gardez) to strengthen the centralized support capacity of the Section, in line with the overall enterprise strategy to centralize information and communications technology services; and 1 National Professional Officer (Assistant Information Systems Officer) from the regional office in Kabul;

(f) **Medical Services Section**:

(i) Abolishment of 6 positions: 2 National Professional Officer (Medical Officers) and 4 Local level (three Nurses and one Pharmacy Technician);

(ii) Redeployment of the Section to the service delivery pillar with its 14 remaining positions: 1 P-4 (Chief of Unit, Medical); 1 P-3 (Medical Officer); 3 National Professional Officers (2 Medical Officers, 1 Assistant Pharmacist), 4 Local level (3 Nurses, 1 Driver) and 5 United Nations Volunteers (3 Medical Technicians, 2 Medical Officers);

(g) **Staff Counselling and Welfare Unit**:

(i) Abolishment of 1 P-4 position (Staff Counsellor) and 1 Local level (Administrative Assistant);

(ii) Redeployment of the Unit to the service delivery pillar with its 7 remaining positions: 1 P-3 (Staff Counsellor), 2 National Professional Officer (Associate Staff Counsellors), 1 Local level (Staff Welfare Assistant) and 3 United Nations Volunteers (two Staff Counsellors, one Welfare Assistant).

Supply chain management

Table 13
Staffing requirements: supply chain management

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Supply Chain Management																
Approved 2017	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Proposed 2018	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Acquisition Management Unit (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	–	–	–	–	2	–	2	–	1	2	5
Change	–	–	–	–	–	–	–	–	–	**2**	–	**2**	–	**1**	**2**	**5**
Procurement Unit (formerly Procurement Section)																
Approved 2017	–	–	–	–	–	1	1	–	2	2	–	4	2	2	–	8
Proposed 2018	–	–	–	–	–	1	1	–	2	1	–	3	1	3	–	7
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	**(1)**	**1**	–	**(1)**
Centralized Warehousing Unit (formerly Integrated Warehousing Section)																
Approved 2017	–	–	–	–	–	–	1	1	2	3	–	5	2	17	4	28
Proposed 2018	–	–	–	–	–	1	–	–	1	2	–	3	1	10	3	17
Change	–	–	–	–	–	1	**(1)**	**(1)**	**(1)**	**(1)**	–	**(2)**	**(1)**	**(7)**	**(1)**	**(11)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Movement Control Unit (formerly Movement Control Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	2	–	**2**	2	20	2	**26**
Proposed 2018	–	–	–	–	–	–	–	–	–	2	–	**2**	2	17	1	**22**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(3)**	**(1)**	**(4)**
Property Management Unit (formerly Property Management Section)																
Approved 2017	–	–	–	–	–	1	–	–	**1**	2	–	**3**	–	9	3	**15**
Proposed 2018	–	–	–	–	–	–	–	–	–	1	–	**1**	–	4	1	**6**
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	**(1)**	–	**(2)**	–	**(5)**	**(2)**	**(9)**
Engineering Section																
Approved 2017	–	–	–	–	–	1	2	–	**3**	2	–	**5**	2	9	9	**25**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	**(2)**	–	**(3)**	**(2)**	–	**(5)**	**(2)**	**(9)**	**(9)**	**(25)**
Facilities Management Unit																
Approved 2017	–	–	–	–	–	–	–	–	–	1	–	**1**	–	4	6	**11**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	**(4)**	**(6)**	**(11)**
Geospatial, Information and Telecommunications Technologies Section																
Approved 2017	–	–	–	–	–	1	–	–	**1**	10	–	**11**	5	27	9	**52**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	**(10)**	–	**(11)**	**(5)**	**(27)**	**(9)**	**(52)**
Air Operations Section																
Approved 2017	–	–	–	–	–	1	2	–	**3**	2	–	**5**	1	14	4	**24**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	**(2)**	–	**(3)**	**(2)**	–	**(5)**	**(1)**	**(14)**	**(4)**	**(24)**
Surface Transport Section																
Approved 2017	–	–	–	–	–	–	–	–	–	4	–	**4**	1	138	5	**148**
Proposed 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	**(4)**	–	**(4)**	**(1)**	**(138)**	**(5)**	**(148)**
Total, supply chain management																
Approved 2017	–	–	–	–	1	5	6	1	**13**	29	–	**42**	15	241	42	**340**
Proposed 2018	–	–	–	–	1	2	1	–	**4**	9	–	**13**	4	36	7	**60**
Change	–	–	–	–	–	**(3)**	**(5)**	**(1)**	**(9)**	**(20)**	–	**(29)**	**(11)**	**(205)**	**(35)**	**(280)**

76. The following organizational units are part of the supply chain management pillar of mission support: Office of the Chief of Supply Chain Management; Acquisition Management Unit (new); Procurement Unit (formerly Procurement

Section); Centralized Warehousing Unit (formerly Integrated Warehousing Section); Movement Control Unit (formerly Movement Control Section); and Property Management Unit (formerly Property Management Section).

Proposed organizational changes

77. The following changes in organizational units that are part of the supply chain management pillar of mission support are proposed for 2018:

(a) **Acquisition Management Unit (new)**:

(i) Establishment of the Unit;

(ii) Redeployment of 5 positions: 2 Field Service (1 Vehicle Technician from the Surface Transport Section, 1 Procurement Assistant from the Procurement Unit), 2 United Nations Volunteers (1 Facilities Management Assistant from the Engineering Section, 1 Telecommunications Assistant from the Geospatial, Information and Telecommunications Technologies Section) and 1 Local level (Supply Assistant from the Centralized Warehousing Unit);

(b) **Procurement Unit** (formerly Procurement Section):

(i) Renaming the Section the Procurement Unit;

(ii) Abolishment of 1 National Professional Officer position (Assistant Procurement Officer);

(iii) Redeployment of 1 Field Service position (Procurement Assistant) to the Acquisition Management Unit to carry out vendor performance management;

(iv) Establishment of 1 Local level position (Procurement Assistant) to review purchasing requests ensuring the adequacy of details and specifications, carry out sourcing, prepare local contracts committee presentations and prepare documentation for contract signing;

(c) **Centralized Warehousing Unit** (formerly Integrated Warehousing Section):

(i) Renaming the Section the Centralized Warehousing Unit;

(ii) Abolishment of 2 positions: 1 Field Service (Property Control and Inventory Assistant) and 1 Local level (Facilities Management Assistant);

(iii) Redeployment of 16 positions to the General Supply and Fuel Unit of the service delivery pillar: 1 P-3 (Supply Officer), 1 P-2 (Associate Supply Officer), 1 Field Service (Fuel Assistant), 10 Local level (9 Supply Assistants, 1 Fuel Assistant) and 3 United Nations Volunteers (2 Fuel Assistants, 1 Warehouse Assistant);

(iv) Redeployment of 2 positions, namely, 1 National Professional Officer (Assistant Supply Officer) to the Engineering and Facilities Maintenance Section of the service delivery pillar and 1 Local level (Supply Assistant) to the Acquisition Management Unit;

(v) Redeployment of 9 positions from the Property Management Unit: 1 P-4 (Property Management Officer), 1 Field Service (Claims Assistant), 5 Local level (3 Receiving and Inspection Assistants, 1 Claims Assistant, 1 Property Disposal Assistant) and 2 United Nations Volunteers (1 Mail Assistant, 1 Receiving and Inspection Assistant);

(d) **Movement Control Unit** (formerly Movement Control Section):

(i) Renaming the Section the Movement Control Unit;

(ii) Abolishment of 3 Local level positions (Drivers);

(iii) Redeployment of 1 United Nations Volunteer position (Information Management Assistant) to the Office of the Chief of Mission Support to address issues related to oversight bodies;

(e) **Property Management Unit** (formerly Property Management Section):

(i) Renaming the Section the Property Management Unit;

(ii) Redeployment of 9 positions to the Centralized Warehousing Unit: 1 P-4 (Property Management Officer), 1 Field Service (Claims Assistant), 5 Local level (3 Receiving and Inspection Assistants, 1 Claims Assistant, 1 Property Disposal Assistant) and 2 United Nations Volunteers (1 Mail Assistant, 1Receiving and Inspection Assistant);

(f) **Engineering Section**:

(i) Redeployment of 1 United Nations Volunteer position (Facilities Management Assistant) to the Acquisition Management Unit;

(ii) Abolishment of 1 P-3 position (Engineer);

(iii) Redeployment of the Section to the service delivery pillar with its remaining 23 positions: 1 P-4 (Chief of Unit, Engineering), 1 P-3 (Engineer), 2 Field Service (1 Facilities Management Assistant, 1 Engineering Technician), 2 National Professional Officer (Assistant Engineers), 9 Local level (4 Generator Mechanics, 2 Facilities Management Assistants, 2 Heating, Ventilation and Air Conditioning Assistants, 1 Electrician) and 8 United Nations Volunteers (6 Facilities Management Assistants, 2 Engineers);

(g) **Facilities Management Unit**:

(i) Abolishment of 3 positions: 2 United Nations Volunteers (Facilities Management Assistants) and 1 Local level (Facilities Management Assistant);

(ii) Redeployment of 1 United Nations Volunteer position (Administrative Assistant) to the Office of the Chief of Service Delivery under the service delivery pillar;

(iii) Redeployment of the Unit to the service delivery pillar with its remaining 7 positions: 1 Field Service (Facilities Management Officer), 3 Local level (Facilities Management Assistants) and 3 United Nations Volunteers (Facilities Management Assistants);

(h) **Geospatial, Information and Telecommunications Technologies Section**:

(i) Abolishment of 4 positions: 1 Field Service (Telecommunications Technician), 2 United Nations Volunteers (1 Material and Assets Officer, 1 Billing Assistant) and 1 Local level (Information Systems Assistant);

(ii) Redeployment of 1 United Nations Volunteer position (Telecommunications Assistant) to the Acquisition Management Unit;

(iii) Redeployment of the Section to the operations and resource management pillar with its remaining 47 positions: 1 P-4 (Chief of Unit, Information Systems and Telecommunications), 9 Field Service (4 Telecommunications Technicians, 3 Information Systems Assistants, 2 Information Systems Officers), 5 National Professional Officer (3 Associate Information Systems Officers, 1 Associate Telecommunications Officer, 1 Assistant Geospatial Information Officer), 26 Local level (11 Telecommunications Assistants, 10 Information Systems Assistants, 2 Mail Assistants, 1 Administrative Assistant, 1 Information

Management Assistant, 1 Receiving and Inspection Assistant) and 6 United Nations Volunteers (2 Local and Wide Area Network Technicians, 1 Information Systems Officer, 1 Information Management Assistant, 1 Geographic Information Assistant, 1 Material and Assets Assistant);

(i) **Air Operations Section**:

(i) Abolishment of 5 positions: 1 Field Service (Air Operations Assistant) and 4 Local level (3 Air Operations Assistants, 1 Driver);

(ii) Redeployment of the Section to the service delivery pillar with its remaining 19 positions: 1 P-4 (Chief of Unit, Air Operations), 2 P-3 (1 Air Operations Officer, 1 Aviation Technical Compliance Officer), 1 Field Service (Air Operations Officer), 1 National Professional Officer (Associate Air Operations Officer), 10 Local level (7 Air Operations Assistants, 1 Assistant Air Operations Officer, 1 Administrative Assistant, 1 Airfield Assistant) and 4 United Nations Volunteers (3 Air Operations Officers, 1 Fire Safety Officer);

(j) **Surface Transport Section**:

(i) Abolishment of 17 Local level positions (16 Drivers, 1 Administrative Assistant);

(ii) Redeployment of 2 positions, namely, 1 Field Service (Vehicle Technician) to the Acquisition Management Unit and 1 Local level (Driver) to the provincial office in Baghlan (Pul-e Khumri);

(iii) Redeployment of the Section to the service delivery pillar with its remaining 129 positions: 3 Field Service (2 Transport Assistants, 1 Transport Officer), 1 National Professional Officer (Assistant Transport Officer), 120 Local level (92 Drivers, 13 Vehicle Technicians, 11 Transport Assistants, 4 Heavy Vehicle Operators) and 5 United Nations Volunteers (2 Dispatchers, 2 Vehicle Technicians, 1 Vehicle Mechanic).

Service delivery

Table 14
Staffing requirements: service delivery

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Office of the Chief of Service Delivery																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	–	–	–	1	–	–	1	–	–	1	2
Change	–	–	–	–	1	–	–	–	1	–	–	1	–	–	1	2
Aviation Section (formerly Air Operations Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	2	–	3	1	–	4	2	9	4	19
Change	–	–	–	–	–	1	2	–	3	1	–	4	2	9	4	19

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
General Supply and Fuel Unit (new)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	–	1	1	**2**	1	–	**3**	–	10	3	**16**
Change	–	–	–	–	–	–	**1**	**1**	**2**	**1**	–	**3**	–	**10**	**3**	**16**
Engineering and Facilities Maintenance Section																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	1	–	**2**	3	–	**5**	4	12	11	**32**
Change	–	–	–	–	–	**1**	**1**	–	**2**	**3**	–	**5**	**4**	**12**	**11**	**32**
Transport Unit (formerly Surface Transport Section)																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	–	–	–	–	3	–	**3**	1	121	5	**130**
Change	–	–	–	–	–	–	–	–	–	**3**	–	**3**	**1**	**121**	**5**	**130**
Medical, Staff Counselling and Welfare Section																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	–	1	2	–	**3**	–	–	**3**	5	5	9	**22**
Change	–	–	–	–	–	**1**	**2**	–	**3**	–	–	**3**	**5**	**5**	**9**	**22**
Total, service delivery																
Approved 2017	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2018	–	–	–	–	1	3	6	1	**11**	8	–	**19**	12	157	33	**221**
Change	–	–	–	–	**1**	**3**	**6**	**1**	**11**	**8**	–	**19**	**12**	**157**	**33**	**221**

78. The following organizational units are part of the service delivery pillar of mission support: Office of the Chief of Service Delivery; Aviation Section (formerly Air Operations Section); General Supply and Fuel Unit (new); Engineering and Facilities Maintenance Section; Transport Unit (formerly Surface Transport Section); and Medical, Staff Counselling and Welfare Section.

Proposed organizational changes

79. It is proposed that the service delivery pillar be established under mission support. Further, the following changes in organizational units that it is proposed should be part of the service delivery pillar of mission support are proposed for 2018:

(a) **Office of the Chief of Service Delivery**:

(i) Establishment of the Office;

(ii) Establishment of 1 P-5 position (Chief of Service Delivery) to lead on service delivery management and provide technical support to Mission clients;

(iii) Redeployment of 1 United Nations Volunteer position (Administrative Assistant) from the Facilities Management Unit of the supply chain management pillar to provide administrative support;

(b) **Aviation Section** (formerly Air Operations Section):

(i) Redeployment of the Air Operations Section from the supply chain management pillar with its 19 positions: 1 P-4 (Chief of Unit, Air Operations), 2 P-3 (1 Air Operations Officer, 1 Aviation Technical Compliance Officer), 1 Field Service (Air Operations Officer), 1 National Professional Officer (Associate Air Operations Officer), 10 Local level (7 Air Operations Assistants, 1 Assistant Air Operations Officer, 1 Administrative Assistant, 1 Airfield Assistant) and 4 United Nations Volunteers (3 Air Operations Officers, 1 Fire Safety Officer);

(ii) Renaming the Section the Aviation Section;

(iii) Reclassification of 1Local level position (Air Operations Assistant) as National Professional Officer level (Assistant Air Operations Officer) in view of the proposed restructuring of the aviation sector and the resulting reassignment of duties among the remaining staff of the Section, where the supervisory role of activities has become more relevant and important to ensure the safety of operations;

(c) **General Supply and Fuel Unit** (new):

(i) Establishment of the Unit;

(ii) Redeployment of 16 positions from the Centralized Warehousing Unit of the supply chain management pillar: 1 P-3 (Supply Officer), 1 P-2 (Associate Supply Officer), 1 Field Service (Fuel Assistant), 10 Local level (9 Supply Assistants, 1 Fuel Assistant) and 3 United Nations Volunteers (2 Fuel Assistants, 1 Warehouse Assistant);

(d) **Engineering and Facilities Maintenance Section**:

(i) Redeployment of the Engineering Section from the supply chain management pillar with its 23 positions: 1 P-4 (Chief of Unit, Engineering), 1 P-3 (Engineer), 2 Field Service (1 Facilities Management Assistant, 1 Engineering Technician), 2 National Professional Officer (Assistant Engineers), 9 Local level (4 Generator Mechanics, 2 Facilities Management Assistants, 2 Heating, Ventilation and Air Conditioning Assistants, 1 Electrician) and 8 United Nations Volunteers (6 Facilities Management Assistants, 2 Engineers);

(ii) Redeployment of the Facilities Management Unit from the supply chain management pillar with its 7 positions: 1 Field Service (Facilities Management Officer), 3 Local level (Facilities Management Assistants) and 3 United Nations Volunteers (Facilities Management Assistants);

(iii) Merger of the Engineering Section and the Facilities Management Unit and renaming them the Engineering and Facilities Maintenance Section;

(iv) Redeployment of 2 National Professional Officer positions: 1 Assistant Supply Officer from the Centralized Warehousing Unit of the supply chain management pillar to manage the workload of the Section with respect to high priority security-related projects and 1 Assistant Electrical Engineer from the regional office in Kabul to assist in the management of the electromechanical unit;

(e) **Transport Unit** (formerly Surface Transport Section):

(i) Redeployment of the Surface Transport Section from the supply chain management pillar with its 129 positions: 3 Field Service (2 Transport Assistants, 1 Transport Officer), 1 National Professional Officer (Assistant Transport Officer), 120 Local level (92 Drivers, 13 Vehicle Technicians, 11 Transport Assistants, 4 Heavy Vehicle Operators) and 5 United Nations Volunteers (2 Dispatchers, 2 Vehicle Technicians, 1 Vehicle Mechanic);

(ii) Redeployment of 1 Local level position (Transport Assistant) from the regional office in Kabul;

(iii) Renaming the Section the Transport Unit;

(f) **Medical, Staff Counselling and Welfare Section**:

(i) Redeployment of the Medical Services Section from the former Deputy Chief of Mission pillar with its 14 positions: 1 P-4 (Chief of Unit, Medical), 1 P-3 (Medical Officer), 3 National Professional Officer (2 Medical Officers, 1 Assistant Pharmacist), 4 Local level (3 Nurses, 1 Driver) and 5 United Nations Volunteers (3 Medical Technicians, 2 Medical Officers);

(ii) Redeployment of the Staff Counselling and Welfare Unit from the former Deputy Chief of Mission pillar with its 7 positions: 1 P-3 (Staff Counsellor), 2 National Professional Officer (Associate Staff Counsellors), 1 Local level (Staff Welfare Assistant) and 3 United Nations Volunteers (2 Staff Counsellors, 1 Welfare Assistant);

(iii) Merger of the Medical Services Section and the Staff Counselling and Welfare Unit and renaming them the Medical, Staff Counselling and Welfare Section;

(iv) Establishment of 1 United Nations Volunteer position (Medical Administrator) to carry out administrative activities associated with the proposed joint medical service-cost-sharing of UNAMA medical services with agencies, funds and programmes.

5. Consolidated Kuwait Office

Table 15
Staffing requirements for the Consolidated Kuwait Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017[a]	–	–	–	–	2	1	2	1	**6**	15	–	**21**	–	21	–	**42**
Proposed 2018[b]	–	–	–	–	2	1	2	1	**6**	14	–	**20**	–	20	–	**40**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	**(1)**	–	**(2)**

[a] Including 1 P-5, 1 Field Service and 1 Local level positions for the UNAMA Support Office in Kuwait; and 1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level positions for the Kuwait Joint Support Office.

[b] Including 1 P-5 position for the UNAMA Support Office in Kuwait; and 1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level positions for the Kuwait Joint Support Office.

80. The Consolidated Kuwait Office comprises two components, as follows:

(a) **UNAMA Support Office in Kuwait**, which includes Mission staff located in Kuwait who carry out support functions that are not related to the Kuwait Joint Support Office and comprise 1 P-5 position (Conduct and Discipline Officer) in the Integrated Conduct and Discipline Unit, 1 Field Service position (Security Officer) and 1 Local level position (Security Guard), all reporting directly to their respective Section chiefs located in Kabul. The Support Office includes temporary office space for possible evacuees from Mission field offices who cannot be accommodated elsewhere within the Mission area, or from Kabul in a possible in extremis situation. For 2018, it is proposed that 2 positions be abolished in the Support Office: 1 Field Service (Security Officer) and 1 Local level (Security Guard);

(b) **Kuwait Joint Support Office**, which provides services to UNAMA and UNAMI in the areas of finance, human resources and travel, including 39 UNAMA-funded positions. The staffing resources of the Joint Support Office remain incorporated in the budgets of UNAMA and UNAMI. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises currently occupied by UNAMI in Kuwait City.

UNAMA Support Office in Kuwait

Table 16
Staffing requirements for the UNAMA Support Office in Kuwait

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017	–	–	–	–	1	–	–	–	1	1	–	2	–	1	–	3
Proposed 2018	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(1)	–	(2)

Kuwait Joint Support Office

Table 17
Staffing requirements for the Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Head of Office																
Approved 2017	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Proposed 2018	–	–	–	–	1	1	–	–	2	–	–	2	–	1	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Human Resources Section																
Approved 2017	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Proposed 2018	–	–	–	–	–	–	1	–	1	6	–	7	–	6	–	13
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance Section (including Payroll Cluster)																
Approved 2017	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Proposed 2018	–	–	–	–	–	–	1	1	2	4	–	6	–	10	–	16
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Travel Section																
Approved 2017	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2018	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Quality/Performance Management																
Approved 2017	–	–	–	–	–	–	–	–	–	3	–	**3**	–	1	–	**4**
Proposed 2018	–	–	–	–	–	–	–	–	–	3	–	**3**	–	1	–	**4**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Kuwait Joint Support Office																
Approved 2017	–	–	–	–	1	1	2	1	**5**	14	–	**19**	–	20	–	**39**
Proposed 2018	–	–	–	–	1	1	2	1	**5**	14	–	**19**	–	20	–	**39**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

81. The Kuwait Joint Support Office will continue to be supported by UNAMA and UNAMI. Accountability for the performance of the Office remains with both Missions. The resources for the Office are determined on the basis of the number of clients (international and national staff and uniformed personnel) that are supported. The Kuwait Joint Support Office Steering Committee, composed of the Chiefs of Mission Support of UNAMA and UNAMI, representatives of the Department of Field Support and the management team of the Kuwait Joint Support Office, has responsibility for ensuring a high level of service delivery quality in all areas of finance, human resources and travel supported by the Kuwait Joint Support Office.

82. The Kuwait Joint Support Office has assumed additional delegation of authority for the delivery of finance and human resources support services to the United Nations Regional Centre for Preventive Diplomacy for Central Asia based in Ashgabat. Support has also been extended to the Office of the Special Envoy of the Secretary-General for Syria in 2017.

83. The Office, which has an approved staffing strength in 2017 of 33 positions funded by UNAMI and 39 positions funded by UNAMA, is assigned dual responsibilities and supports both UNAMI and UNAMA in carrying out administrative tasks, including in the areas of human resources, finance and travel. In addition to funding the positions within the Office, UNAMI and UNAMA also contribute towards covering the operating costs of the Office.

84. UNAMI and UNAMA both contribute positions to the Joint Support Office. Table 18 provides information on the positions they contributed to the Office in 2017 and the proposed contributions for 2018.

Table 18
Positions contributed by UNAMA and UNAMI to the Kuwait Joint Support Office

	International staff	National staff	Total	Share (percentage)
2017 approved positions				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**

	International staff	*National staff*	*Total*	*Share (percentage)*
2018 proposed positions				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**
Change	–	–	–	–

6. Field offices in regions and provinces

85. The UNAMA field presence will continue to be central to the engagement of the Mission with its stakeholders across the regions of Afghanistan. The field presence enables the Mission to engage, advocate, monitor and report on various matters related to the Mission mandate, in particular through its outreach to populations in remote areas and in challenging security environments.

86. The Mission currently maintains six regional offices, in Kabul, Kandahar, Herat, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad) and Paktya (Gardez). In addition, it maintains a presence in six provincial offices, in Farah (Farah), Bamyan, Faryab (Maymana), Badakhshan (Fayz Abad), Baghlan (Pul-e Khumri) and Kunduz.

87. Field offices have a direct reporting line to the Chief of Staff.

88. In the context of the strategic review, it is proposed that the number of provincial offices be reduced from six to five with the closure of the provincial office in Farah.

89. As part of its proposed revised structure, UNAMA has reviewed the support requirements of field offices and proposes to adjust the numbers of support staff to ensure greater consistency in staffing numbers between offices of similar size and with similar needs. Linked to this, it is proposed to revise the oversight arrangements in place for the field offices, based on the clustering of the 11 field offices under three sectors. This will increase the span of control of the principal Regional Administrative Officers responsible for the three sectors, namely sector 1 (northern and north-eastern offices, including Badakhshan, Baghlan, Faryab, Mazar-e-Sharif and Kunduz), sector 2 (eastern, south-eastern and central offices, including Jalalabad, Gardez, Bamyan and Kabul), and sector 3 (southern and western offices, including Kandahar and Herat). The grouping of offices would enable the abolishment of two Field Service positions (Regional Administrative Officers). The initiative would also serve to strengthen national administrative capacity at the offices, since the Regional Administrative Officer will not have a fixed presence, and it will support further nationalization efforts in future years.

90. It is also proposed that the medical section in UNAMA build on existing structures, which had seen the abolishment of medical personnel positions in some field offices, based on the reassurance that the minimum emergency response team capacity was in place under the Medical Emergency Response Team outsourced by UNDP, the cost being shared by UNAMA and the agencies, funds and programmes. Faced with the discontinuation at the end of 2017 of the donor subsidization of this service, it is proposed that new positions be established for United Nations Volunteers in the field, with emergency medical background, combining the emergency response needs with routine clinical support provided through National Professional Officers in three field offices. This concept is supported by the extended coverage made possible by having medical personnel residing in the compounds where the international staff work and live, thereby reducing the response time and exposure associated with emergencies that occur after hours or on weekends and holidays,

when national staff are not at work and may be prevented from reaching the compounds during certain emergencies.

91. The Mission also proposes to progressively outsource more of the guard duties performed by national staff to unarmed guard private security in Baghlan, Faryab, Gardez, Kunduz, Mazar, Bamyan, Jalalabad and Kandahar.

Table 19
Overall staffing requirements for regional and provincial offices

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2017[a]	–	–	–	–	6	30	28	7	**71**	34	–	**105**	93	420	–	**618**
Proposed 2018[b]	–	–	–	–	6	15	18	3	**42**	28	–	**70**	60	277	7	**414**
Change	–	–	–	–	–	**(15)**	**(10)**	**(4)**	**(29)**	**(6)**	–	**(35)**	**(33)**	**(143)**	**7**	**(204)**

[a] Including six regional and six provincial offices.
[b] Including six regional and five provincial offices.

Regional offices

Table 20
Detailed staffing requirements by regional office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Kabul																
Approved 2017	–	–	–	–	1	3	3	1	**8**	4	–	**12**	14	30	–	**56**
Proposed 2018	–	–	–	–	1	2	2	1	**6**	4	–	**10**	7	12	–	**29**
Change	–	–	–	–	–	**(1)**	**(1)**	–	**(2)**	–	–	**(2)**	**(7)**	**(18)**	–	**(27)**
Kandahar																
Approved 2017	–	–	–	–	1	5	2	–	**8**	5	–	**13**	12	58	–	**83**
Proposed 2018	–	–	–	–	1	2	2	–	**5**	5	–	**10**	9	35	2	**56**
Change	–	–	–	–	–	**(3)**	–	–	**(3)**	–	–	**(3)**	**(3)**	**(23)**	**2**	**(27)**
Herat																
Approved 2017	–	–	–	–	1	4	3	1	**9**	5	–	**14**	10	33	–	**57**
Proposed 2018	–	–	–	–	1	2	2	–	**5**	5	–	**10**	7	25	1	**43**
Change	–	–	–	–	–	**(2)**	**(1)**	**(1)**	**(4)**	–	–	**(4)**	**(3)**	**(8)**	**1**	**(14)**
Balkh (Mazar-e-Sharif)																
Approved 2017	–	–	–	–	1	4	3	–	**8**	5	–	**13**	13	51	–	**77**
Proposed 2018	–	–	–	–	1	2	3	–	**6**	4	–	**10**	6	35	1	**52**
Change	–	–	–	–	–	**(2)**	–	–	**(2)**	**(1)**	–	**(3)**	**(7)**	**(16)**	**1**	**(25)**

	Professional and higher categories									General Service and related categories			National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Nangarhar (Jalalabad)																
Approved 2017	–	–	–	–	1	4	3	2	**10**	3	–	**13**	10	47	–	**70**
Proposed 2018	–	–	–	–	1	2	3	1	**7**	3	–	**10**	8	35	1	**54**
Change	–	–	–	–	–	**(2)**	–	**(1)**	**(3)**	–	–	**(3)**	**(2)**	**(12)**	**1**	**(16)**
Paktya (Gardez)																
Approved 2017	–	–	–	–	1	3	2	2	**8**	4	–	**12**	11	39	–	**62**
Proposed 2018	–	–	–	–	1	1	2	–	**4**	2	–	**6**	7	28	1	**42**
Change	–	–	–	–	–	**(2)**	–	**(2)**	**(4)**	**(2)**	–	**(6)**	**(4)**	**(11)**	**1**	**(20)**
Total, regional offices																
Approved 2017	–	–	–	–	6	23	16	6	**51**	26	–	77	70	258	–	**405**
Proposed 2018	–	–	–	–	6	11	14	2	**33**	23	–	**56**	44	170	6	**276**
Change	–	–	–	–	–	**(12)**	**(2)**	**(4)**	**(18)**	**(3)**	–	**(21)**	**(26)**	**(88)**	**6**	**(129)**

Proposed organizational changes

92. Changes to the staffing structure of regional offices are proposed in the context of the strategic review and to reflect the proposed restructuring of mission support through the standardization of support to field offices. Some Local level positions for Field Security Guards are being proposed for abolishment within the context of the Mission's policy to outsource unarmed guard services. The following changes in UNAMA regional offices are therefore proposed for 2018:

(a) **Kabul**:

(i) Abolishment of 24 positions: 1 P-4 (Civil Affairs Officer), 6 National Professional Officer (4 Associate Civil Affairs Officers, 1 Assistant Judicial Affairs Officer, 1 Medical Officer) and 17 Local level (2 Liaison Assistants, 1 Judicial Affairs Assistant, 12 Drivers, 1 Vehicle Technician, 1 Field Security Assistant);

(ii) Redeployment of 5 positions: 1 P-4 (Judicial Affairs Officer) to the Donor Coordination Section, 1 P-3 (Political Affairs Officer) to the Peace and Reconciliation Office, 2 National Professional Officer (1 Assistant Electrical Engineer, 1 Assistant Information Systems Officer) to the Engineering and Facilities Maintenance Section and the Field Technology Section, respectively, and 1 Local level (Transport Assistant) to the Transport Unit Kabul;

(iii) Redeployment of 1 P-4 position (Political Affairs Officer) from the regional office in Kandahar to carry out political affairs duties and act as Officer-in-Charge in the absence of the Head of Office. The position will be responsible for leading mandate implementation activities related to good offices and political support, peace and reconciliation and elections issues in the geographic area covered by the field office. This includes supporting the Head of Office in the development and implementation of integrated or coordinated plans and activities with United Nations agencies, government institutions and civil society organizations. The position will also serve as an interface on mandate implementation with local actors, including Provincial and District

Governors; the Provincial Council; all line ministry officials; senior judicial officials; civil society representatives, including elders, tribal leaders, women, youth, ethnic and religious groups; international military forces (if present in the area of responsibility); international organizations; the diplomatic community; donors; and the media;

(iv) Establishment of 1 National Professional Officer position (Associate Political Affairs Officer) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities;

(b) **Kandahar**:

(i) Abolishment of 30 positions: 2 P-4 (1 Judicial Affairs Officer, 1 Civil Affairs Officer), 5 National Professional Officer (2 Associate Civil Affairs Officers, 1 Assistant Civil Affairs Officer, 1 Associate Rule of Law Officer, 1 Assistant Movement Control Officer) and 23 Local level (2 Liaison Assistants, 1 Judicial Affairs Assistant, 1 Transport Assistant, 1 Driver, 16 Field Security Guards, 1 Radio Operator, 1 Field Language Assistant);

(ii) Redeployment of 2 positions: 1 P-4 (Political Affairs Officer) to the regional office in Kabul to carry out political affairs duties and act as Officer-in-Charge in the absence of the Head of Office, and 1 United Nations Volunteer position (Political Affairs Officer) from the Political Affairs Service to support the Mission's reinforced political mandate and sustainable peacebuilding capacities in the region;

(iii) Establishment of 3 positions: 2 National Professional Officer (2 Associate Political Affairs Officers) and 1 United Nations Volunteer (Medical Officer);

(c) **Herat**:

(i) Abolishment of 17 positions: 2 P-4 (1 Judicial Affairs Officer, 1 Civil Affairs Officer), 1 P-3 (Security Coordination Officer), 1 P-2 (Associate Civil Affairs Officer), 4 National Professional Officer (1 Assistant Civil Affairs Officer, 1 Assistant Rule of Law Officer, 1 Associate Civil Affairs Officer, 1 Medical Officer) and 9 Local level (2 Liaison Assistants, 1 Judicial Affairs Assistant, 1 Field Language Assistant, 3 Drivers, 1 Transport Assistant, 1 Administrative Assistant);

(ii) Establishment of 3 positions: 1 National Professional Officer (Assistant Human Rights Officer) to monitor and carry out human rights activities and support the Afghanistan Independent Human Rights Commission in the region, 1 Local level (Political Affairs Assistant) to support efforts in monitoring local political, security and social dynamics in the region, including outreach to engage with local interlocutors, and 1 United Nations Volunteer (Medical Officer);

(d) **Balkh (Mazar-e-Sharif)**:

(i) Abolishment of 26 positions: 2 P-4 (1 Civil Affairs Officer, 1 Judicial Affairs Officer), 1 Field Service (Security Officer), 7 National Professional Officer (2 Assistant Civil Affairs Officers, 2 Associate Civil Affairs Officers, 1 Associate Judicial Affairs Officer, 1 Medical Officer, 1 Assistant Information Systems Officer) and 16 Local level (3 Liaison Assistants, 1 Judicial Affairs Assistant, 1 Transport Assistant, 1 Driver, 8 Field Security Guards, 2 Field Language Assistants);

(ii) Establishment of 1 United Nations Volunteer position (Medical Officer);

(e) **Nangarhar (Jalalabad)**:

(i) Abolishment of 18 positions: 2 P-4 (1 Judicial Affairs Officer, 1 Coordination Officer), 1 P-2 (Associate Human Rights Officer), 3 National Professional Officer (2 Associate Civil Affairs Officers, 1 Associate Rule of Law Officer) and 12 Local level (2 Liaison Assistants, 2 Judicial Affairs Assistants, 2 Drivers, 4 Field Security Guards, 1 Programme Management Assistant, 1 Field Security Radio Operator);

(ii) Establishment of 2 positions: 1 National Professional Officer (Associate Political Affairs Officer) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities and one United Nations Volunteer (Medical Officer);

(f) **Paktya (Gardez)**:

(i) Abolishment of 19 positions: 1 P-4 (Civil Affairs Officer), 2 P-2 (1 Associate Electoral Officer, 1 Associate Political Affairs Officer), 1 Field Service (Administrative Officer), 4 National Professional Officer (2 Associate Civil Affairs Officers, 1 Assistant Rule of Law Officer, 1 Medical Officer) and 11 Local level (2 Liaison Assistants, 1 Judicial Affairs Assistant, 1 Facilities Management Assistant, 1 Transport Assistant, 1 Vehicle Technician, 3 Field Security Guards, 1 Field Language Assistant, 1 Field Security Assistant);

(ii) Redeployment of 2 positions: 1 P-4 (Human Rights Officer) to the Human Rights Service to support critical work to improve gender equality and the human rights situation for women in Afghanistan and one Field Service (Information Systems Assistant) to the Field Technology Section to strengthen the centralized field technology support capacity in line with the overall enterprise strategy to centralize information and communications technology services;

(iii) Establishment of 1 United Nations Volunteer position (Medical Officer).

Provincial offices

Table 21
Detailed staffing requirements by provincial office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Farah (Farah)																
Approved 2017	–	–	–	–	–	1	2	–	**3**	1	–	**4**	2	22	–	**28**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	–	–	**–**	–	–	–	**–**
Change	**–**	**–**	**–**	**–**	**–**	**(1)**	**(2)**	**–**	**(3)**	**(1)**	**–**	**(4)**	**(2)**	**(22)**	**–**	**(28)**
Bamyan																
Approved 2017	–	–	–	–	–	1	2	–	**3**	1	–	**4**	4	32	–	**40**
Proposed 2018	–	–	–	–	–	1	1	–	**2**	1	–	**3**	3	27	–	**33**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**–**	**–**	**(1)**	**(1)**	**(5)**	**–**	**(7)**
Faryab (Maymana)																
Approved 2017	–	–	–	–	–	1	2	–	**3**	1	–	**4**	3	19	–	**26**
Proposed 2018	–	–	–	–	–	1	1	–	**2**	1	–	**3**	2	16	–	**21**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**–**	**–**	**(1)**	**(1)**	**(3)**	**–**	**(5)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Badakhshan (Fayz Abad)																
Approved 2017	–	–	–	–	–	2	3	–	**5**	1	–	**6**	2	28	–	**36**
Proposed 2018	–	–	–	–	–	–	–	–	**–**	–	–	**–**	2	16	–	**18**
Change	**–**	**–**	**–**	**–**	**–**	**(2)**	**(3)**	**–**	**(5)**	**(1)**	**–**	**(6)**	**–**	**(12)**	**–**	**(18)**
Baghlan (Pul-e Khumri)																
Approved 2017	–	–	–	–	–	1	1	1	**3**	1	–	**4**	3	25	–	**32**
Proposed 2018	–	–	–	–	–	1	1	–	**2**	1	–	**3**	2	22	–	**27**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**–**	**–**	**(1)**	**(1)**	**(3)**	**–**	**(5)**
Kunduz																
Approved 2017	–	–	–	–	–	1	2	–	**3**	3	–	**6**	9	36	–	**51**
Proposed 2018	–	–	–	–	–	1	1	1	**3**	2	–	**5**	7	26	1	**39**
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**1**	**–**	**(1)**	**–**	**(1)**	**(2)**	**(10)**	**1**	**(12)**
Total, provincial offices																
Approved 2017	–	–	–	–	–	7	12	1	**20**	8	–	**28**	23	162	–	**213**
Proposed 2018	–	–	–	–	–	4	4	1	**9**	5	–	**14**	16	107	1	**138**
Change	**–**	**–**	**–**	**–**	**–**	**(3)**	**(8)**	**–**	**(11)**	**(3)**	**–**	**(14)**	**(7)**	**(55)**	**1**	**(75)**

Proposed organizational changes

93. Changes to the staffing structure of provincial offices are proposed in the context of the strategic review and to reflect the proposed restructuring of mission support through the standardization of support to field offices. Some Local level positions for Field Security Guard are being proposed for abolishment within the context of the Mission's policy to outsource unarmed guard services. The following changes in UNAMA provincial offices are therefore proposed for 2018:

(a) **Farah (Farah)**:

(i) Closure of the office;

(ii) Abolishment of 28 positions: 1 P-4 (Political Affairs Officer), 2 P-3 (1 Political Affairs Officer, 1 Civil Affairs Officer), 1 Field Service (Security Officer), 2 National Professional Officer (1 Assistant Human Rights Officer, 1 Assistant Civil Affairs Officer) and 22 Local level (11 Field Security Guards, 3 Field Security Radio Operators, 2 Drivers, 1 Field Security Assistant, 1 Human Rights Assistant, 1 Liaison Assistant, 1 Political Affairs Assistant, 1 Administrative Assistant, 1 Team Assistant);

(b) **Bamyan**:

(i) Abolishment of 8 positions: 1 P-3 (Civil Affairs Officer), 2 National Professional Officer (1 Associate Civil Affairs Officer, 1 Assistant Human Rights Officer) and 5 Local level (3 Field Security Guards, 2 Liaison Assistants);

(ii) Establishment of 1 National Professional Officer position (Assistant Political Affairs Officer) to enable the office to expand its scope of activities in line with the Mission's mandate, particularly as it relates to local peace initiatives in support of mediation/conflict-resolution efforts, as well as community dialogues targeting inter-community tensions. In addition, the position would bolster the office's capacity to monitor and analyse current political and security dynamics in the ethnically sensitive area and enhance consensus-building in support of the electoral process and the National Unity Government's reform agenda, social cohesion and peaceful cohabitation;

(c) **Faryab (Maymana)**: abolishment of 5 positions: 1 P-3 (Civil Affairs Officer), 1 National Professional Officer (Assistant Civil Affairs Officer) and 3 Local level (2 Field Security Guards, 1 Liaison Assistant);

(d) **Badakhshan (Fayz Abad)**:

(i) Nationalization of the office in the context of the strategic review and in view of the relative strength of the national staff and their proven ability to implement the mandate within the specific context of the province without a fixed international presence;

(ii) Abolishment of 18 positions: 2 P-4 (Political Affairs Officers), 2 P-3 (1 Coordination Officer, 1 Human Rights Officer), 1 Field Service (Security Officer), 1 National Professional Officer (Assistant Civil Affairs Officer) and 12 Local level (10 Field Security Guards, 1 Field Security Radio Operator, 1 Air Operations Assistant);

(iii) Redeployment of 1 P-3 position (Electoral Affairs Officer) to the Elections Support Office;

(iv) Establishment of 1 National Professional Officer position (Political Affairs Officer) to serve as Head of Field Office;

(e) **Baghlan (Pul-e Khumri)**:

(i) Abolishment of 7 positions: 1 P-2 (Associate Civil Affairs Officer), 1 National Professional Officer (Assistant Civil Affairs Officer) and 5 Local level (1 Liaison Assistant, 4 Field Security Guards);

(ii) Redeployment of 1 Local level position (Driver) from the Surface Transport Section;

(iii) Establishment of 1 Local level position (Political Affairs Assistant) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities;

(f) **Kunduz**:

(i) Abolishment of 15 positions: 1 P-3 (Civil Affairs Officer), 1 Field Service (Administrative Officer), 3 National Professional Officer (2 Associate Civil Affairs Officers, 1 Associate Rule of Law Officer) and 10 Local level (1 Liaison Assistant, 1 Transport Assistant, 5 Field Security Guards, 1 Field Security Assistant, 1 Human Rights Assistant, 1 Field Language Assistant);

(ii) Redeployment of 1 P-2 position (Associate Human Rights Officer) from the Human Rights Service to strengthen the Mission's response to evolving human rights issues in the province;

(iii) Establishment of 2 positions: 1 National Professional Officer (Associate Political Affairs Officer) to support the Mission's reinforced political mandate and sustainable peacebuilding capacities and 1 United Nations Volunteer (Medical Officer) who will also be responsible for providing services for staff of the provincial office in Badakhshan (Fayz Abad).

IV. Analysis of resource requirements

Table 22
Detailed cost estimates
(Thousands of United States dollars)

	2016–2017			2018			Variance 2017 vs 2018
Category of expenditure	Appropriation (1)	Expenditure[a] (2)	Variance (3)=(2)-(1)	2017 Approved budget (4)	Total requirements (5)	Non-recurrent requirements (6)	Increase (decrease) (7)=(5)-(4)
I. Military and police personnel costs							
1. Military observers	1 027.9	694.1	(333.8)	519.9	54.4	–	(465.5)
2. United Nations police	445.9	271.5	(174.4)	232.6	39.6	–	(193.0)
Total category I	**1 473.8**	**965.6**	**(508.2)**	**752.5**	**94.0**	**–**	**(658.5)**
II. Civilian personnel costs							
1. International staff	134 784.0	131 983.9	(2 800.1)	62 220.6	60 162.0	–	(2 058.6)
2. National staff	88 324.1	93 871.5	5 547.4	41 367.5	38 794.2	–	(2 573.3)
3. United Nations Volunteers	6 935.9	7 715.2	779.3	2 948.6	4 230.4	–	1 281.8
Total category II	**230 044.0**	**233 570.6**	**3 526.6**	**106 536.7**	**103 186.6**	**–**	**(3 350.1)**
III. Operational costs							
1. Consultants	308.1	474.1	166.0	131.1	144.4	–	13.3
2. Official travel	3 388.2	2 711.7	(676.5)	1 666.5	1 482.5	–	(184.0)
3. Facilities and infrastructure	60 246.1	52 152.2	(8 093.9)	29 014.9	26 340.5	1 762.7	(2 674.4)
4. Ground transportation	3 201.8	3 411.3	209.5	1 588.6	982.5	8.7	(606.1)
5. Air transportation	29 333.2	26 518.7	(2 814.5)	14 845.1	11 221.6	2.0	(3 623.5)
6. Communications	7 492.6	8 685.6	1 193.0	3 930.5	3 445.8	95.1	(484.7)
7. Information technology	5 698.0	8 352.1	2 654.1	2 700.7	2 306.0	233.7	(394.7)
8. Medical	1 153.7	883.7	(270.0)	594.9	437.2	140.0	(157.7)
9. Other supplies, services and equipment	5 088.1	5 503.4	415.3	2 421.8	1 776.9	–	(644.9)
Total category III	**115 909.8**	**108 692.8**	**(7 217.0)**	**56 894.1**	**48 137.4**	**2 242.2**	**(8 756.7)**
Total requirements	**347 427.6**	**343 229.0**	**(4 198.6)**	**164 183.3**	**151 418.0**	**2 242.2**	**(12 765.3)**

[a] Actual expenditure as at 31 December 2017.

A. Military and police personnel

	Appropriation 2016–2017	Expenditure 2016–2017	Variance	Approved budget 2017	Total requirements 2018	Variance 2017 vs 2018 Increase (decrease)
Military observers	1 027.9	694.1	(333.8)	519.9	54.4	(465.5)

94. The provision of $54,400 reflects requirements for the deployment of three military advisers, with respect to mission subsistence allowance ($43,000), travel

costs ($6,000), clothing allowance ($400) and death and disability compensation ($5,000).

95. The actual deployment of military personnel is three military advisers, two of whom are expected to be repatriated from 1 July 2018, in the context of the strategic review.

96. The unencumbered balance in 2016-2017 relates mainly to lower expenditures to cover mission subsistence allowance as accommodation for military advisers was provided by the Mission.

97. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the disengagement of 11 of the 12 military advisers during the period from 1 January to 30 June 2018 and two from 1 July to 31 December 2018, in the context of the strategic review.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
United Nations police	445.9	271.5	(174.4)	232.6	39.6	(193.0)

98. The provision of $39,600 reflects requirements for the deployment of two police advisers with respect to mission subsistence allowance ($28,400), travel costs ($6,000), clothing allowance ($200) and death and disability compensation ($5,000). As of 1 July 2018, it is proposed that the engagement of police advisers assigned to the Mission be discontinued, in the context of the strategic review.

99. The actual deployment of United Nations police is two police advisers, both of whom are expected to be repatriated by 1 July 2018, in the context of the strategic review.

100. The unencumbered balance in 2016-2017 relates mainly to lower expenditures to cover mission subsistence allowance as accommodation for police advisers was provided by the Mission.

101. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the disengagement of all civilian police advisers during the period from 1 January to 30 June 2018, in the context of the strategic review.

B. Civilian personnel

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
International staff	134 784.0	131 983.9	(2 800.1)	62 220.6	60 162.0	(2 058.6)

102. The provision of $60,162,000 reflects requirements for salaries ($30,385,000), common staff costs ($24,611,800) and danger pay allowance ($5,165,200) for the deployment of international staff at 2017 approved levels for the period 1 January to 30 June 2018, adjusted to 309 positions for the remaining period of 1 July to 31 December 2018.

103. The cost estimates take into account the following vacancy rates: 14 per cent (approved 2017 vacancy rate) for the period from 1 January to 30 June 2018 for

positions deployed in Afghanistan, Kuwait, Pakistan and the Islamic Republic of Iran; and 7 per cent for positions deployed in Afghanistan, Kuwait, Pakistan and the Islamic Republic of Iran, for the period from 1 July to 31 December 2018. For positions based in New York, a vacancy rate of 5 per cent is applied to the full 2018 period. For one position at the ASG level (Resident Coordinator) and for positions being proposed for establishment, a vacancy rate of 50 per cent is applied.

104. The provision for salaries is based on the net average monthly salary rates of international staff deployed in all Mission locations. The provision for common staff costs is budgeted at 81.0 per cent of net international salaries.

105. The provision for danger pay allowance would cover compensation for service under dangerous conditions, which is payable to international staff deployed to all locations in Afghanistan only and is budgeted at $1,600 per month per international staff member for 10 months, taking into account the two-month period for official travel, training days and leave days, during which the entitlement for danger pay is not applicable. Rest and recuperation allowance is budgeted at $450 per rest and recuperation cycle per international staff member to cover travel costs to the designated destination for rest and recuperation.

106. The actual deployment of international staff in 2017 is in an average vacancy rate of 11.1 per cent, compared with the approved rate of 14 per cent.

107. The unencumbered balance in 2016-2017 relates mainly to a lower average post adjustment rate of 51.4 per cent for Afghanistan and 35.9 per cent for Kuwait in 2017, compared with the budgeted rates of 52.9 and 37.1 per cent, respectively.

108. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the need to maintain the 2017 approved level of staffing for the period from 1 January to 30 June 2018 and the proposed net decrease of 47 international positions (35 Professional and 12 Field Service) resulting from the proposed abolishment of 60 positions (48 Professional and 12 Field Service) and the establishment of 13 Professional positions, for the period from 1 July to 31 December 2018.

109. The variance also includes the proposed abolition of two Field Service positions (one Property Control and Inventory Assistant in the Centralized Warehousing Unit, one Telecommunications Technician in the Field Technology Section), which reflects reductions resulting from efficiencies that the Mission plans to bring about in 2018-2019.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
National staff	88 324.1	93 871.5	5 547.4	41 367.5	38 794.2	(2 573.3)

110. The provision of $38,794,200 reflects requirements for salaries ($22,803,400), common staff costs ($8,357,000), compensation for deployment to a dangerous duty station ($7,353,800) and overtime ($280,000) for the deployment of national staff at 2017 approved levels for the period 1 January to 30 June 2018, adjusted to 864 positions for the remaining period of 1 July to 31 December 2018.

111. The cost estimates take into account the following vacancy rates: 10 per cent for National Professional Officer and 5 per cent for Local level (approved 2017 vacancy rates) for the period from 1 January to 30 June 2018; and 5 per cent for National Professional Officer and 3 per cent for Local level for the period from 1 July to

31 December 2018. For positions being proposed for establishment, vacancy rates of 50 and 35 per cent are applied for National Professional Officer and Local level, respectively.

112. The provision for national salaries is budgeted using salary scales for Afghanistan, effective 1 March 2015. The provision for salaries of Local level staff deployed in Kuwait is budgeted using salary scales for Kuwait effective April 2008.

113. The provision for common staff costs is budgeted at 37 per cent of net national salaries for staff based in Afghanistan, Islamabad and Tehran and at 25 per cent for staff based in Kuwait.

114. The provision for danger pay allowance would cover compensation for deployment to a dangerous duty station. The provision for overtime is made for national staff that cover services outside business hours.

115. The actual deployment of national staff in 2017 is in average vacancy rates of 8.5 per cent and 3.5 per cent for National Professional Officers and Local level staff, respectively, as compared with the approved rates of 10 per cent and 5 per cent.

116. The overrun in 2016-2017 relates mainly to payment of salaries at higher actual rates compared with budgeted rates, and to lower actual average vacancy rates compared with budgeted rates.

117. The variance between the 2018 requirements and the 2017 approved budget reflects mainly:

(a) The proposed net decrease of 248 national positions (44 National Professional Officer and 204 Local level), resulting from the proposed abolishment of 262 positions (55 National Professional Officer and 207 Local level) and the establishment of 14 positions (10 National Professional Officer and 4 Local level);

(b) Provisions made for the salaries and common staff costs of 44 Local level positions for 4 months instead of 12, based on a new cost-sharing arrangement between UNAMA and agencies, funds and programmes.

118. The variance also includes the proposed abolishment of five positions, namely, three Local level (one Human Resources Assistant in the Human Resources Section, one Facilities Management Assistant in the Centralized Warehousing Unit, one Information Systems Assistant in the Field Technology Section); and two National Professional Officer (one Assistant Procurement Officer in the Procurement Unit, one Information Systems Assistant in the regional office in Balkh (Mazar-e-Sharif)), which reflects reductions resulting from efficiencies that the Mission plans to bring about in 2018-2019.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
United Nations Volunteers	6 935.9	7 715.2	779.3	2 948.6	4 230.4	1 281.8

119. The provision of $4,230,400 reflects requirements for the deployment of United Nations Volunteers at 2017 approved levels for the period 1 January to 30 June 2018, adjusted to 68 United Nations Volunteers for the remaining period of 1 July to 31 December 2018. The provision would cover recurrent and non-recurrent costs ($3,664,500) and programme support costs payable to United Nations Volunteers headquarters in Bonn, Germany ($565,900).

120. The cost estimates take into account the following vacancy rates: 22 per cent (approved 2017 vacancy rate) for the period from 1 January to 30 June 2018; and 7.7 per cent for the period from 1 July to 31 December 2018.

121. The overrun in 2016-2017 relates mainly to the increased projected programme support cost for the United Nations Volunteers and the lower actual vacancy rate of 5 per cent during 2017, compared with the approved rate of 22 per cent for 2017.

122. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the proposed net increase of 7 United Nations Volunteers, resulting from the proposed abolishment of 5 and the establishment of 12 positions, and the application of a 5 per cent estimated vacancy rate.

C. Operational costs

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Consultants	308.1	474.1	166.0	131.1	144.4	13.3

123. The provision of $144,400 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission ($56,400) and training activities for Mission personnel ($88,000).

124. The overrun in 2016-2017 relates mainly to additional expenditures to cover the cost of consultancy services for a post classification exercise.

125. The variance between the 2018 requirements and the 2017 approved budget mainly reflects increased requirements for consultancy services to engage the expert services of an international consultant to carry out an in-depth political risk assessment related to the upcoming parliamentary and presidential elections.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Official travel	3 388.2	2 711.7	(676.5)	1 666.5	1 482.5	(184.0)

126. The provision of $1,482,500 reflects requirements for official travel to carry out non-training ($1,070,800) and training ($349,100) activities, and for expert panel travel and fees (62,600).

127. The proposed requirements for official travel of staff for non-training activities include travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes the travel of staff to provide essential technical support to field offices and to ensure that regular programme consultation takes place among the various components of the Mission to enable it to achieve the efficient implementation of its mandate;

(b) Travel outside the Mission area includes the official travel of the Special Representative of the Secretary-General and members of his senior staff in connection with the implementation of the Mission mandate, to attend various high-level conferences on Afghanistan and to visit and hold meetings with donor countries in

their capital cities; official travel for consultations with political counterparts; and the provision of briefings to the Security Council in New York.

128. The unencumbered balance in 2016-2017 relates mainly to lower expenditures for travel of staff resulting from actual lower airfare and an increased use of in-house training instead of external training.

129. The variance between the 2018 requirements and the 2017 approved budget mainly reflects decreased requirements for travel of staff as a result of the proposed reduction in staffing levels.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Facilities and infrastructure	60 246.1	52 152.2	(8 093.9)	29 014.9	26 340.5	(2 674.4)

130. The provision of $24,965,800 reflects requirements for facilities and infrastructure with respect to:

(a) Acquisitions valued at $1,762,700 comprising: accommodation, refrigeration, cooling, heating and ventilation equipment ($218,600), engineering supplies ($290,600), generators and electrical equipment ($340,000), water treatment and fuel distribution equipment ($50,600), office furniture and equipment ($321,500), and safety and security equipment ($542,000);

(b) Rental of premises in Kabul and in regions and provinces in Afghanistan, as well as in Tehran and Dubai ($3,705,400);

(c) Utilities and waste disposal services ($305,900);

(d) Maintenance services valued at $3,453,800 comprising: cleaning services in Kabul and the field ($688,100), the Mission's share of the common services costs of the United Nations office complex in Afghanistan, including rental ($682,100); surge support and pest control ($120,000); the Mission's share of common services, excluding security and rental for the regional office in Herat ($649,800); other operational maintenance and wastewater treatment plants in Kabul and the field, and offices in Islamabad and Kuwait ($322,800); the cost of outsourcing general and generator maintenance ($801,200); and the cost of operational maintenance in Tehran, Faizabad, Dikundi and Farah based on a memorandum of understanding ($189,800);

(e) Security services estimated ($11,409,200), as detailed in annex IV;

(f) Petrol, oil and lubricants for generators valued at $4,030,700, based on an estimated consumption of 5.019 million litres of generator fuel, at an estimated weighted average price for the most recent six months of $0.77 per litre ($3,851,500), oil and lubricants ($123,200) and operations and maintenance fees ($56,000);

(g) Other costs, including stationery and office supplies ($93,600), spare parts and supplies ($531,000), field defence supplies ($81,500), sanitation and cleaning materials ($26,100), alteration and renovation services ($905,600), and architectural and demolition services ($35,000).

131. The unencumbered balance in 2016-2017 relates mainly to lower expenditures to cover the seventh instalment for the Alpha Compound, which was due in 2016 and for which a provision was made in 2016; it remained unutilized owing to the change in the timing of the recognition of assets and liabilities. Further, some of the projects budgeted in 2017 were implemented in December 2016 from the anticipated unencumbered balance of 2016, there was a lower consumption of fuel, and credits

were recorded as recoveries against fuel consumption from other agencies using UNAMA offices in 2016.

132. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the exclusion of requirements to implement environmental and improvement projects, reduced requirements for a solar power project, reduced requirements for maintenance services, utilities and waste disposal services, and reduced requirements to cover the cost of fuel for generators.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Ground transportation	3 201.8	3 411.3	209.5	1 588.6	982.5	(606.1)

133. The provision of $982,500 reflects requirements for the ground transportation fleet of the Mission, which comprises 260 vehicles, including 3 light passenger vehicles, 13 special purpose vehicles, 234 armoured vehicles (including 10 ambulances), 9 items of material handling equipment, and 1 aircraft towing tractor. The proposed requirements for 2018 include:

(a) The acquisition of additional vehicle workshop equipment and tools for the Mission vehicle repair shops ($8,700);

(b) The rental of specialized vehicles and heavy equipment for engineering use ($35,000);

(c) Repair and maintenance of vehicles ($113,200);

(d) Insurance to cover third-party liability for vehicles and items of material handling equipment ($9,300);

(e) Spare parts ($445,400);

(f) Petrol, oil and lubricants, based on an estimated monthly average consumption of 33,930 litres. The weighted average price for the most recent six months is $0.72 per litre ($370,900).

134. The overrun in 2016-2017 relates mainly to additional expenditures for the acquisition of additional armoured vehicles.

135. The variance between the 2018 requirements and the 2017 approved budget mainly reflects reduced requirements for repair and maintenance of vehicles, specifically, the replacement of delaminated and cracked ballistic glasses for 2018.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Air transportation	29 333.2	26 518.7	(2 814.5)	14 845.1	11 221.6	(3 623.5)

136. The provision of $11,221,600 reflects requirements for the Mission air fleet, which in 2018 will comprise four aircraft, two fixed-wing and two rotary-wing, operating a total of 1,900 hours, as follows:

(a) Rental and operation of fixed-wing aircraft ($5,750,800);

(b) Rental and operation of rotary-wing aircraft ($3,632,600);

(c) Petrol, oil and lubricants, based on an estimated consumption of approximately 1.724 million litres of aviation fuel at a rate of $0.96 per litre ($1,707,700);

(d) Liability insurance ($33,200);

(e) Landing fees and ground handling charges ($31,200);

(f) Air safety equipment and supplies related to air safety ($2,000);

(g) Aircrew subsistence allowance ($5,700);

(h) Air transport services, including air navigation charges for UNAMA flights, charges for air tracking services, subscriptions to aviation planning software and electronic charts to allow for proper planning of internal and international flights and aircraft de-icing services ($58,400).

137. Following a comprehensive review of the Mission air fleet usage and flying hours, it is proposed:

(a) To decrease the flight hours for fixed-wing aircraft by 200 hours, from 1,500 budgeted in 2017 to 1,300 hours in 2018. Further, it was observed by an external aviation assessment that the HS-125 aircraft has technical limitations which prevent its full utilization. The aircraft is specifically limited in the areas of range, airfield temperature and maximum seats available. It is therefore proposed that the HS-125 aircraft be replaced by a CL-604 aircraft. Although the CL-604 has a higher contractual price than the HS-125, its increased passenger capacity and higher performance characteristics would allow the Mission to reduce the fleet by one fixed-wing Beechcraft B-1900D;

(b) To decrease the flight hours for rotary-wing aircraft by 300 hours, from 900 budgeted in 2017 to 600 hours in 2018. Further, the Mission has decided not to renew the contract for one of the aircraft that expired in September 2017, which would result in the reduction of the fleet by one rotary-wing aircraft in 2018.

138. The unencumbered balance in 2016-2017 relates mainly to the termination of the contract for one rotary-wing aircraft effective September 2017, reduction in actual flight hours, the unused one-time costs for de-positioning, positioning and painting of aircraft, and reduced consumption of fuel.

139. The variance between the 2018 requirements and the 2017 approved budget mainly reflects a proposed change in the composition of the Mission air fleet, namely its reduction by one fixed-wing aircraft and one rotary-wing aircraft.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Communications	7 492.6	8 685.6	1 193.0	3 930.5	3 445.8	(484.7)

140. The provision of $3,445,800 reflects requirements for communications with respect to:

(a) The replacement of communications equipment that is past its life expectancy ($80,100);

(b) Commercial communications, including transponder charges, the Mission's share of various leased lines established by the Global Service Centre, Internet services, telephone charges and local leased lines, radio frequency licences, and a post office mailbox in New York ($2,332,200);

(c) Maintenance of equipment and communications support services, including a centralized wide area network communications support service, digital radio support service, and a global support contract with the Global Service Centre for the provision of videoconferencing and uninterruptible power supply maintenance services ($486,900);

(d) Spare parts and supplies ($73,100);

(e) The acquisition of broadcasting equipment and services, printing and reproduction supplies and maintenance, and subscriptions for public information ($473,500).

141. The overrun in 2016-2017 reflects the implementation of the unfunded project for Codan radios, workshop tools and diagnostic kits for Codan high-frequency Radios, including the replacement of spectrum analysers that are past their life expectancy.

142. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the Mission's significant investments made in networking equipment in 2017, resulting in decreased requirements for 2018, and decreased requirements to cover transponder charges, spare parts and public information services.

	Appropriation 2016-2017	*Expenditure 2016-2017*	*Variance*	*Approved budget 2017*	*Total requirements 2018*	*Variance 2017 vs 2018 Increase (decrease)*
Information technology	5 698.0	8 352.1	2 654.1	2 700.7	2 306.0	(394.7)

143. The provision of $2,306,000 reflects requirements for information technology with respect to:

(a) The replacement of desktop computers, laptops and printers to shift the latter to centrally managed multifunction printers ($219,700);

(b) The acquisition of various software applications ($14,000);

(c) The provision of centralized information technology services to Mission headquarters in Kabul and field offices, as well as centralized data storage services at the Global Service Centre and uninterruptible power supply maintenance support ($1,165,800);

(d) The maintenance and repair of various items of information technology equipment ($588,900);

(e) Spare parts and supplies ($317,600).

144. The overrun in 2016-2017 relates mainly to additional expenditures incurred for the implementation of projects such as the Cisco voice-over IP solution, controller wireless network, access point wireless LAN and firewall network HW and the replacement of access switches, and increased expenditures for software licences and information technology services to support the implementation of several projects implemented in 2016.

145. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the Mission's significant investments made in networking equipment in 2017, resulting in decreased requirements for 2018.

	Appropriation 2016-2017	Expenditure 2016-2017	Variance	Approved budget 2017	Total requirements 2018	Variance 2017 vs 2018 Increase (decrease)
Medical	1 153.7	883.7	(270.0)	594.9	437.2	(157.7)

146. The provision of $437,200 reflects requirements for the acquisition of medical equipment and medical facility products ($140,000), the provision of medical services to staff deployed at all locations in Afghanistan ($97,200), and medical supplies, including medicines, vaccines and laboratory supplies ($200,000).

147. The unencumbered balance in 2016-2017 relates mainly to lower expenditures for the acquisition of medical supplies and no expenditure for maintenance and repair of medical equipment.

148. The variance between the 2018 requirements and the 2017 approved budget mainly reflects the exclusion of requirements for the Medical Emergency Response Team, reduced requirements for medical supplies and consultation services, and the exclusion of security requirements for individual first aid kit and trauma bags.

	Appropriation 2016-2017	Expenditure 2016-2017	Variance	Approved budget 2017	Total requirements 2018	Variance 2017 vs 2018 Increase (decrease)
Other supplies, services and equipment	5 088.1	5 503.4	415.3	2 421.8	1 776.9	(644.9)

149. The provision of $1,776,900 reflects requirements for other supplies, services and equipment with respect to:

(a) Welfare items for the Mission compound in Kabul and field offices, including replacement and maintenance of welfare and recreational facilities, recreation and entertainment equipment and supplies and other welfare items ($61,900);

(b) Uniforms, flags and decals for security personnel, including uniforms for local security guards and drivers ($181,000);

(c) Training fees, supplies and services ($119,500);

(d) Official functions for field offices ($23,000);

(e) Hospitality for the use of the Special Representative and Deputy Special Representatives of the Secretary-General in supporting their official interactions and those of their senior teams with other international stakeholders ($19,000);

(f) General insurance to provide coverage for cash in transit and for the shipment of equipment and supplies to the Mission area ($49,600);

(g) Bank charges payable to financial institutions in locations where the Mission maintains bank accounts ($450,000);

(h) Miscellaneous claims and adjustments to cover third-party claims for incidents caused by Mission staff in the course of the performance of their official duties and claims for the loss of personal effects ($31,500);

(i) Freight costs, including mail and pouch services, freight forwarding and related costs to cover the shipment of materials and supplies, shipment of equipment and the cost of demurrage and storage ($780,400);

(j) Rations, including the maintenance of the emergency stock of rations and the supply of filtered water in the offices for consumption by staff ($61,000).

150. The overrun in 2016-2017 relates mainly to payment of individual contractors contracted to provide services in support of an archiving and record management project and to the post classification project in the area of human resources.

151. The variance between the 2018 requirements and the 2017 approved budget mainly reflects lower bank charges resulting from a new contract entered into with Standard Chartered Bank effective March 2017.

V. Actions requested of the General Assembly

152. **The General Assembly is requested:**

(a) **To approve the budget in the amount of $151,418,000 (net of staff assessment) for UNAMA for the period 1 January to 31 December 2018;**

(b) **To approve a charge of $151,418,000 (net of staff assessment) against the provision for special political missions under section 3, Political affairs, of the programme budget for the biennium 2018-2019, including the amount of $82,900,000 approved by the General Assembly in commitment authority in its resolution 72/262 for UNAMA for 2018.**

VI. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and of the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
Report of the Advisory Committee on Administrative and Budgetary Questions (A/71/595)	
Section II.B of the report of the Secretary-General (A/71/365, paras. 122-128) deals with proposed resources for 2017 and provides a broader picture of resource requirements by mission, major category of expenditure and staffing. **The Advisory Committee remains of the view that the report of the Secretary-General should have provided detailed information on major budgetary assumptions used in the preparation of cost estimates, including budgeted, actual and projected vacancy rates, a list of vacancies that have existed for two years or longer (see A/69/628, para. 18) and a detailed explanation of variances in standard ratios for vehicles and information technology equipment (see A/70/7/Add.10, paras. 22-28). The Committee recommends that the General Assembly request the Secretary-General to include this information in future budget submissions for special political missions.** (para. 17)	UNAMA concurs and confirms that the Mission continues to provide detailed information and justification on all positions that are vacant for two years or longer, including senior positions. Standard ratios for vehicles are not applicable for armored vehicles. UNAMA computing devices are within the 1:1 ratio for all individual and general purposes. In 2017, there are 1,468 personnel, with vacancy rates applied, and a total holding of 1,585 computing devices. Holdings not designated to individuals are required to be maintained to ensure business continuity, particularly in the light of the security situation in the Mission area. In addition, deviations from standard ratios are mainly due to devices issued to non-UNAMA staff (Department of Safety and Security staff and armed guards).

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee recalls its view that, in his future budget proposals, the Secretary-General should provide information on vacancies, if any, that have existed in the special political missions for two years or longer (see A/68/7/Add.10, para. 23). No such information was included in the report of the Secretary-General. Upon enquiry, the Committee was informed that, as at 30 September 2016, seven positions had been vacant for two years or longer in the Office of the Special Envoy for Syria. **The Advisory Committee recalls that the General Assembly requested the Secretary-General to ensure that vacant posts were filled expeditiously (resolution 66/264, para. 21). The Committee reiterates the view that, as a matter of overall policy, the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justifications provided for their retention. Otherwise, they should be proposed for abolishment (see A/68/7, para. 107).** (para. 22)	UNAMA makes every possible effort to fill positions expeditiously. However, in some instances the inability to recruit from roster job openings and the extensive length of completing a position-specific job opening result in positions being vacant for two years or longer. Most of these are crucial positions and cannot be considered for abolishment. The staffing structure of the Mission has been reviewed in the context of the strategic review and is presented in the present report.
While the Advisory Committee recognizes the efforts made to gradually reduce the reliance on consultants and the resulting reduction in resource requirements for 2017, the Committee reiterates its view that reliance on the use of external consultants should be kept to an absolute minimum and that the Organization should build and use its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (A/70/7, para. 116). (para. 29)	The Mission continues to make every possible effort to utilize internal resources to perform core activities or functions that are recurrent. Only in cases where it is confirmed that required skills/expertise are not available within Mission does UNAMA engage consultants for short periods. The Mission also ensures that consultants build in-house capacity before completion of their engagement.
The estimated requirements of $16,273,900 for official travel in 2017 reflect a net decrease of $35,900, or 0.2 per cent, compared with the approved provision for 2016. The report of the Secretary-General provides no breakdown by mission of those total estimated requirements, nor does it contain an explanation for the significant variances between the approved resources for official travel in 2016 and the proposed requirements for 2017. **The Advisory Committee expects that such information will be included in future reports of the Secretary-General on financing special political missions. Moreover, given the ever-expanding and improved means of communication, such as videoconferencing, e-mail and other means offered by available technology, the Committee would have expected to see larger reductions in resource requirements for official travel. The Committee also expects that, with the**	The Mission has developed an official travel request form, by means of which the staff member, prior to receiving approval from the Chief of Mission Support, has a discussion and receives confirmation through his/her supervisor that all virtual means of attending training/ workshops and meetings (official travel) such as videoconferences, WebEx, email and teleconference, have been exhausted. The Mission will continue to explore these options for all future official travel.

Brief description of the recommendation	*Action taken to implement the recommendation*
implementation of Umoja, comparative information relating to trips planned and actually taken during a given year will be made available in the context of the proposed resource estimates for special political missions. (para. 30)	
While recognizing that, for some missions, the nature of the work involved and the related travel requirements can vary, as can the predictability of certain types of trips, the Advisory Committee is nevertheless dissatisfied with the rates of compliance with the 16-day advance booking policy and finds it unsatisfactory that in some missions the compliance rate in 2016 was even lower than in 2015. The Committee expects that the reasons for the low compliance rates will be analysed, lessons learned and the necessary measures taken to ensure compliance with and fulfilment of the 70 per cent target. The Committee recommends that the General Assembly request the Secretary-General to provide in his future budget submission an explanation for all instances of low compliance on the part of special political missions with the policy of 16-day advance booking of tickets. (para. 32)	The Travel Processing Officer in the Kuwait Joint Support Office is involved at the end of the travel request process. His/her role is to process the travel request (including issuance of tickets), which have been certified by the Certifying Officer at the Mission level. The Travel Processing Officer is responsible for processing travel requests whether submitted early or late. It is the Certifying Officer at the Mission level who has the role of submitting questions to the traveler, including justification for late submission. The role of the Travel Processing Officer in the Kuwait Joint Support Office is to proceed with the issuance of tickets, within a maximum of 72 hours, once the travel request is certified. In order to support the Mission in taking measures to reduce the number of such cases, the Kuwait Joint Support Office forwards monthly compliance reports to the Mission for information. The Mission will continue to monitor the compliance of advance booking. With Umoja implementation, the compliance of advance booking has improved from 21 days to 16 days. The Mission has reminded staff to submit all official business travel requests 16 days in advance of departure or provide compelling reasons to support travel requests which are submitted less than 16 days in advance. Certifying Officers in the Mission have been requested not to approve late travel requests submitted without satisfactory justification(s).
The Secretary-General indicates in paragraph 103 of his report that, in line with the request by the General Assembly in its resolutions 61/276 and 66/264 for greater utilization of national staff, the missions are advised to review functions performed by international staff and propose conversion to the National Professional Officer and Local level categories commensurate with the requirements of the mission and its mandate. As indicated in paragraph 104, UNAMI is proposing the reclassification, in 2017, of one position of Travel Assistant (Field Service) to Travel Assistant (Local level) in the Office of the Deputy Chief of Mission Support, in Baghdad. **While recognizing that circumstances relating to security or other factors may limit the possibility of nationalizing some positions, the Advisory Committee is nevertheless dissatisfied with the lack of progress in the implementation of General Assembly resolutions**	UNAMA operates in a highly volatile environment, where in many instances the movement of national staff is restricted. Consequently, in many cases, only international staff can fulfil the Mission mandate. The approved staffing of the Mission in 2017 is composed of 24.3 per cent international staff and 75.7 per cent national staff.

Brief description of the recommendation	*Action taken to implement the recommendation*
61/276 and 66/264. The Committee calls upon the Secretary-General to take all measures necessary to ensure that the resolutions are properly acted upon. (para. 43)	
The Advisory Committee notes that annex VIII to the report provides information on support provided free of charge by the host country to special political missions. The Committee points out, however, that this information does not contain the estimated value of such support. Upon request, the Committee was provided with the annual estimate of contributions from host countries. The Committee is of the view that budget submissions for special political missions should also indicate in-kind contributions by the Government and other United Nations entities. The Committee was informed, upon enquiry, that, for example, airport fees for embarkation/disembarkation at all airports in Iraq and Kuwait were waived for UNAMI. **The Committee trusts that detailed information on in-kind contributions from host countries will be included in future budget submissions for the special political missions. As regards services and assets, the Committee trusts that relevant information provided by other United Nations entities will be included in future budget submissions and performance reports for special political missions and that the corresponding information, including on any related income, will be included in the reports of the entities providing such services or assets.** (para. 47)	Annex III to the present report provides information on contributions provided to UNAMA by the host country and/or other United Nations entities (cash and/or in-kind contributions).
While the Advisory Committee does not object to an interim arrangement to support the implementation of Umoja, it recalls that, in accordance with General Assembly resolution 70/248, any changes to the existing and future service delivery model must be approved by the Assembly. The Advisory Committee also recalls that it recommended that the Secretary-General be requested to include, in his next report containing a detailed proposal for the global service delivery model, a fully developed concept for the expansion of shared services to the field, including a business case and comprehensive baseline information, for consideration by the General Assembly, taking into account the comments and observations contained in its report (A/71/666). **The Advisory Committee trusts that this proposal will also respond to its previous request, endorsed by the General Assembly in its resolution 68/247 A, to provide the full costs and benefits analysis, both qualitative and quantitative, of the Kuwait Joint Support Office (see A/70/7/Add.10, para. 58, and A/69/628, para. 56).** (para. 55)	A costs and benefits analysis of the Kuwait Joint Support Office was prepared by the Office's Management Team in April 2017. The document was made available to the Board of Auditors in April 2017.

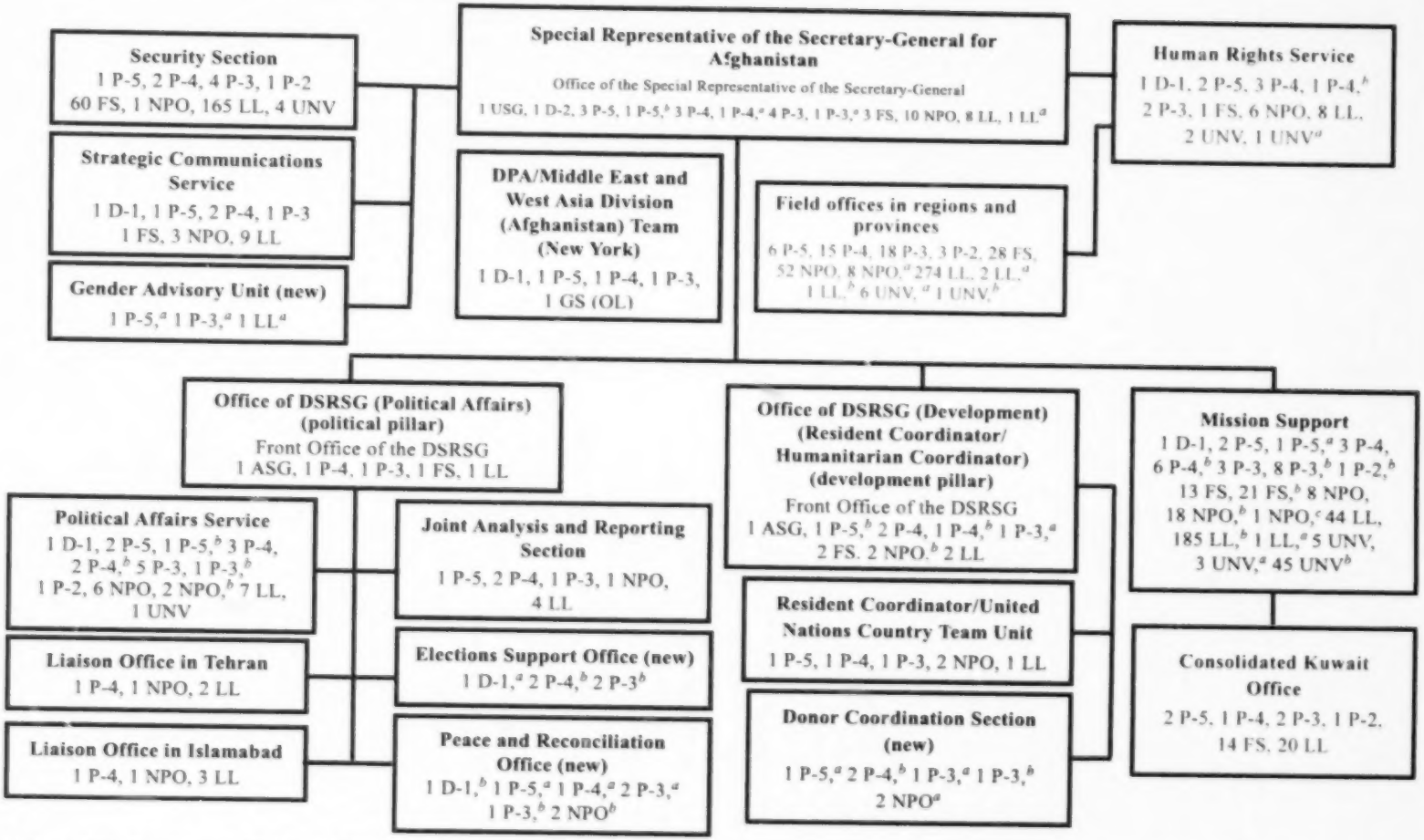
Brief description of the recommendation	*Action taken to implement the recommendation*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
United Nations Assistance Mission in Afghanistan	
Report of the Advisory Committee on Administrative and Budgetary Questions (A/71/595/Add.4)	
The Advisory Committee is concerned about the high number of loan arrangements and expresses regret that the necessary adjustments to the staffing table were not made on an annual basis within the context of the budget process, given the long-standing existence of many temporary positions, and that these movements of staff were not reported for an extensive period of time. The Committee also regrets that insufficient information was provided on the occurrence of loan arrangements in other special political missions and that the relevant intergovernmental bodies were not made aware of the actual deployments of staff and, as a result, examined staffing tables that did not reflect the actual deployments. The Committee expects that the normal process for proposed staffing adjustments relating to posts reflecting established rules and practices will be followed and appropriately justified in the future. The Committee provides further comments and recommendations in this regard in its main report (A/71/595). (para. 18)	The Mission has taken corrective steps to ensure that all loaned positions are accurately recorded and justified, and continues to make every effort to regularize or return loaned positions at the end of the loan period. UNAMA also ensures that the loan period does not exceed the budget cycle during which the loan is executed.
In section II, paragraph 2, of its resolution 69/274 B, the General Assembly decided that the budgetary presentation relating to the provision of security services required improvement, including the provision of sufficient detailed information thereon and, more specifically, clear information relating to contractual personnel provided by private security firms and details on how the release of supplies in support of such personnel was authorized and accounted for (see A/69/628/Add.2, paras. 42 and 43). In its resolution 70/248 A, the General Assembly endorsed the recommendation of the Advisory Committee that detailed information relating to the resource requirements for security services be provided (see A/70/7/Add.14, para. 33). During its current deliberations, the Committee once more requested and was provided with a detailed breakdown of the proposed security services, including the number and location of guards and the total costs per category and time period. **The Advisory Committee stresses the need for greater transparency and that sufficient information should be provided in future budget submissions. The Committee reiterates its request that detailed information relating to the resource requirements in respect of security services be included in future budget submissions for UNAMA.** (para. 29)	Annex IV to the present report provides detailed information in response to this recommendation.

Brief description of the recommendation	*Action taken to implement the recommendation*
The provision of $29,014,900 (see A/71/365/Add.4, para. 235) reflects requirements for facilities and infrastructure with respect to alterations, renovation and construction services, of which $700,000 is proposed for architectural and demolition services (ibid., para. 235 (h)). The Committee was informed upon enquiry that the amount of $700,000 was for the partial shifting of electrical power generation from fossil fuel to solar power at one field office, which was a project being implemented under the direction of the Department of Field Support at all field missions with the aim of achieving a 50 per cent reduction in the carbon footprint by 2020. The Committee was also informed that, following a survey of UNAMA compounds conducted by the Engineering Standardization and Design Centre in Brindisi, the reduction of the carbon footprint at four field office compounds, namely, Balkh (Mazar-e-Sharif), Nangarhar (Jalalabad), Kandahar and Bamyan, was recommended. As a result, it was proposed that the first carbon footprint reduction project be implemented at the regional office in Balkh (Mazar-e-Sharif). The cost of the project was estimated at $700,000, including the installation of a solar power generation system of 150kW capacity, with recovery of the investment projected in 7.7 years. **The Advisory Committee encourages UNAMA to continue its efforts aimed at minimizing its environmental footprint. The Committee welcomes the environmental initiative and recommends that UNAMA provide a cost/benefit analysis of the solar power project, including the costs to be incurred, the savings envisaged and the estimated payback or investment recovery period over the life of the field office project.** (para. 32)	Additional information on this recommendation will be provided separately.

Annex I

Organization charts

A. United Nations Assistance Mission in Afghanistan


Security Section
1 P-5, 2 P-4, 4 P-3, 1 P-2
60 FS, 1 NPO, 165 LL, 4 UNV
Strategic Communications Service
1 D-1, 1 P-5, 2 P-4, 1 P-3
1 FS, 3 NPO, 9 LL
Gender Advisory Unit (new)
1 P-5,[a] 1 P-3,[a] 1 LL[a]
Special Representative of the Secretary-General for Afghanistan
Office of the Special Representative of the Secretary-General
1 USG, 1 D-2, 3 P-5, 1 P-5,[b] 3 P-4, 1 P-4,[a] 4 P-3, 1 P-3,[a] 3 FS, 10 NPO, 8 LL, 1 LL[a]
DPA/Middle East and West Asia Division (Afghanistan) Team (New York)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 GS (OL)
Field offices in regions and provinces
6 P-5, 15 P-4, 18 P-3, 3 P-2, 28 FS, 52 NPO, 8 NPO,[a] 274 LL, 2 LL,[a] 1 LL,[b] 6 UNV,[a] 1 UNV,[b]
Human Rights Service
1 D-1, 2 P-5, 3 P-4, 1 P-4,[b] 2 P-3, 1 FS, 6 NPO, 8 LL, 2 UNV, 1 UNV[a]
Office of DSRSG (Political Affairs) (political pillar)
Front Office of the DSRSG
1 ASG, 1 P-4, 1 P-3, 1 FS, 1 LL
Political Affairs Service
1 D-1, 2 P-5, 1 P-5,[b] 3 P-4, 2 P-4,[b] 5 P-3, 1 P-3,[b] 1 P-2, 6 NPO, 2 NPO,[b] 7 LL, 1 UNV
Liaison Office in Tehran
1 P-4, 1 NPO, 2 LL
Liaison Office in Islamabad
1 P-4, 1 NPO, 3 LL
Joint Analysis and Reporting Section
1 P-5, 2 P-4, 1 P-3, 1 NPO, 4 LL
Elections Support Office (new)
1 D-1,[a] 2 P-4,[b] 2 P-3[b]
Peace and Reconciliation Office (new)
1 D-1,[b] 1 P-5,[a] 1 P-4,[a] 2 P-3,[a] 1 P-3,[b] 2 NPO[b]
Office of DSRSG (Development) (Resident Coordinator/ Humanitarian Coordinator) (development pillar)
Front Office of the DSRSG
1 ASG, 1 P-5,[b] 2 P-4, 1 P-4,[b] 1 P-3,[a] 2 FS, 2 NPO,[b] 2 LL
Resident Coordinator/United Nations Country Team Unit
1 P-5, 1 P-4, 1 P-3, 2 NPO, 1 LL
Donor Coordination Section (new)
1 P-5,[a] 2 P-4,[b] 1 P-3,[a] 1 P-3,[b] 2 NPO[a]
Mission Support
1 D-1, 2 P-5, 1 P-5,[a] 3 P-4, 6 P-4,[b] 3 P-3, 8 P-3,[b] 1 P-2,[b] 13 FS, 21 FS,[b] 8 NPO, 18 NPO,[b] 1 NPO,[c] 44 LL, 185 LL,[b] 1 LL,[a] 5 UNV, 3 UNV,[a] 45 UNV[b]
Consolidated Kuwait Office
2 P-5, 1 P-4, 2 P-3, 1 P-2, 14 FS, 20 LL

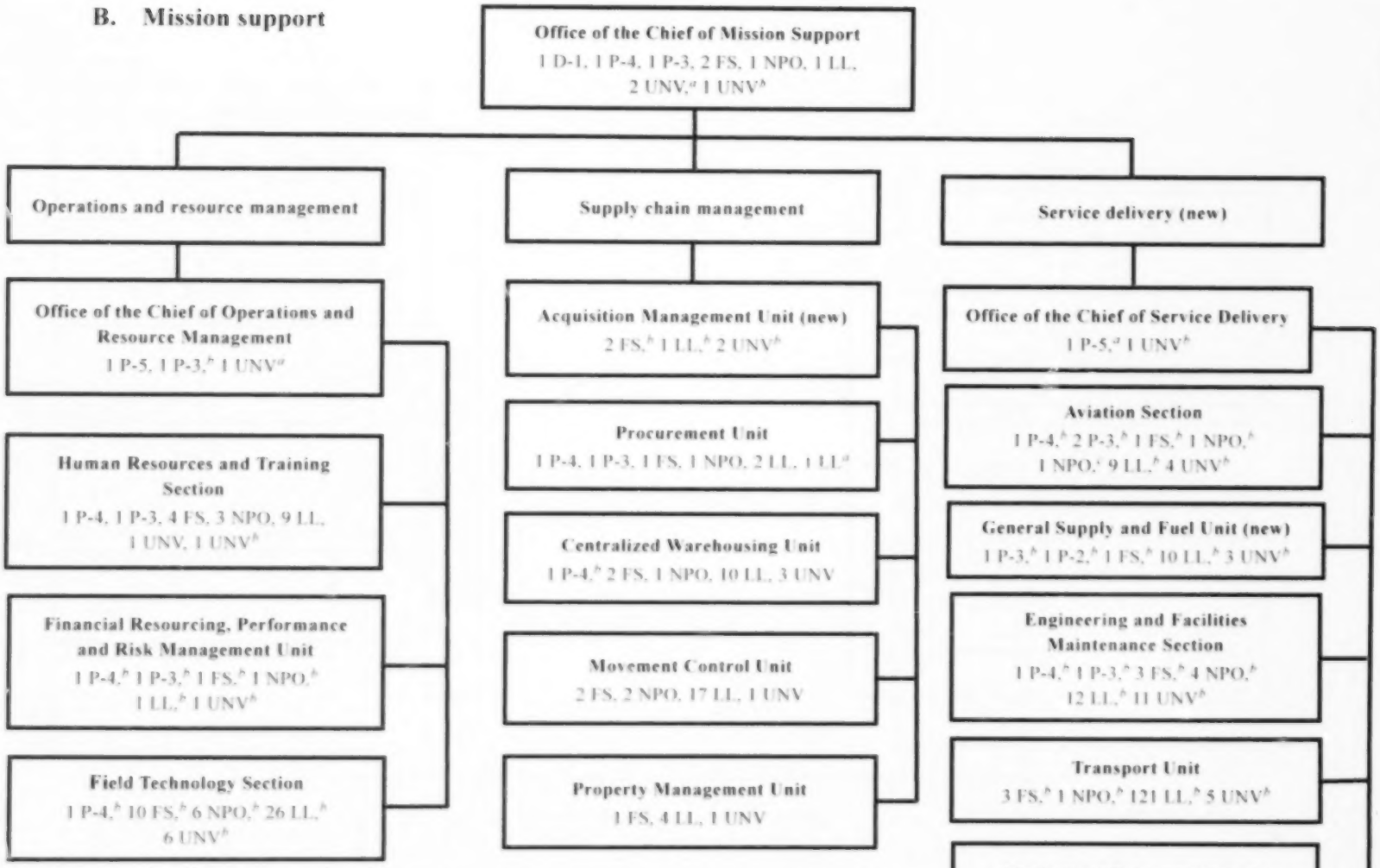
Abbreviations: DPA, Department of Political Affairs; DSRSG, Deputy Special Representative of the Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; OL, Other level; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Establishment.

[b] Redeployment.

[c] Reclassification.

B. Mission support


Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 2 FS, 1 NPO, 1 LL, 2 UNV,[a] 1 UNV[b]
Operations and resource management
Supply chain management
Service delivery (new)
Office of the Chief of Operations and Resource Management
1 P-5, 1 P-3,[b] 1 UNV[a]
Human Resources and Training Section
1 P-4, 1 P-3, 4 FS, 3 NPO, 9 LL, 1 UNV, 1 UNV[b]
Financial Resourcing, Performance and Risk Management Unit
1 P-4,[b] 1 P-3,[b] 1 FS,[b] 1 NPO,[b] 1 LL,[b] 1 UNV[b]
Field Technology Section
1 P-4,[b] 10 FS,[b] 6 NPO,[b] 26 LL,[b] 6 UNV[b]
Acquisition Management Unit (new)
2 FS,[b] 1 LL,[b] 2 UNV[b]
Procurement Unit
1 P-4, 1 P-3, 1 FS, 1 NPO, 2 LL, 1 LL[a]
Centralized Warehousing Unit
1 P-4,[b] 2 FS, 1 NPO, 10 LL, 3 UNV
Movement Control Unit
2 FS, 2 NPO, 17 LL, 1 UNV
Property Management Unit
1 FS, 4 LL, 1 UNV
Office of the Chief of Service Delivery
1 P-5,[a] 1 UNV[b]
Aviation Section
1 P-4,[b] 2 P-3,[b] 1 FS,[b] 1 NPO,[b] 1 NPO,[c] 9 LL,[b] 4 UNV[b]
General Supply and Fuel Unit (new)
1 P-3,[b] 1 P-2,[b] 1 FS,[b] 10 LL,[b] 3 UNV[b]
Engineering and Facilities Maintenance Section
1 P-4,[b] 1 P-3,[b] 3 FS,[b] 4 NPO,[b] 12 LL,[b] 11 UNV[b]
Transport Unit
3 FS,[b] 1 NPO,[b] 121 LL,[b] 5 UNV[b]
Medical, Staff Counselling and Welfare Section
1 P-4,[b] 2 P-3,[b] 5 NPO,[b] 5 LL,[b] 9 UNV[b]

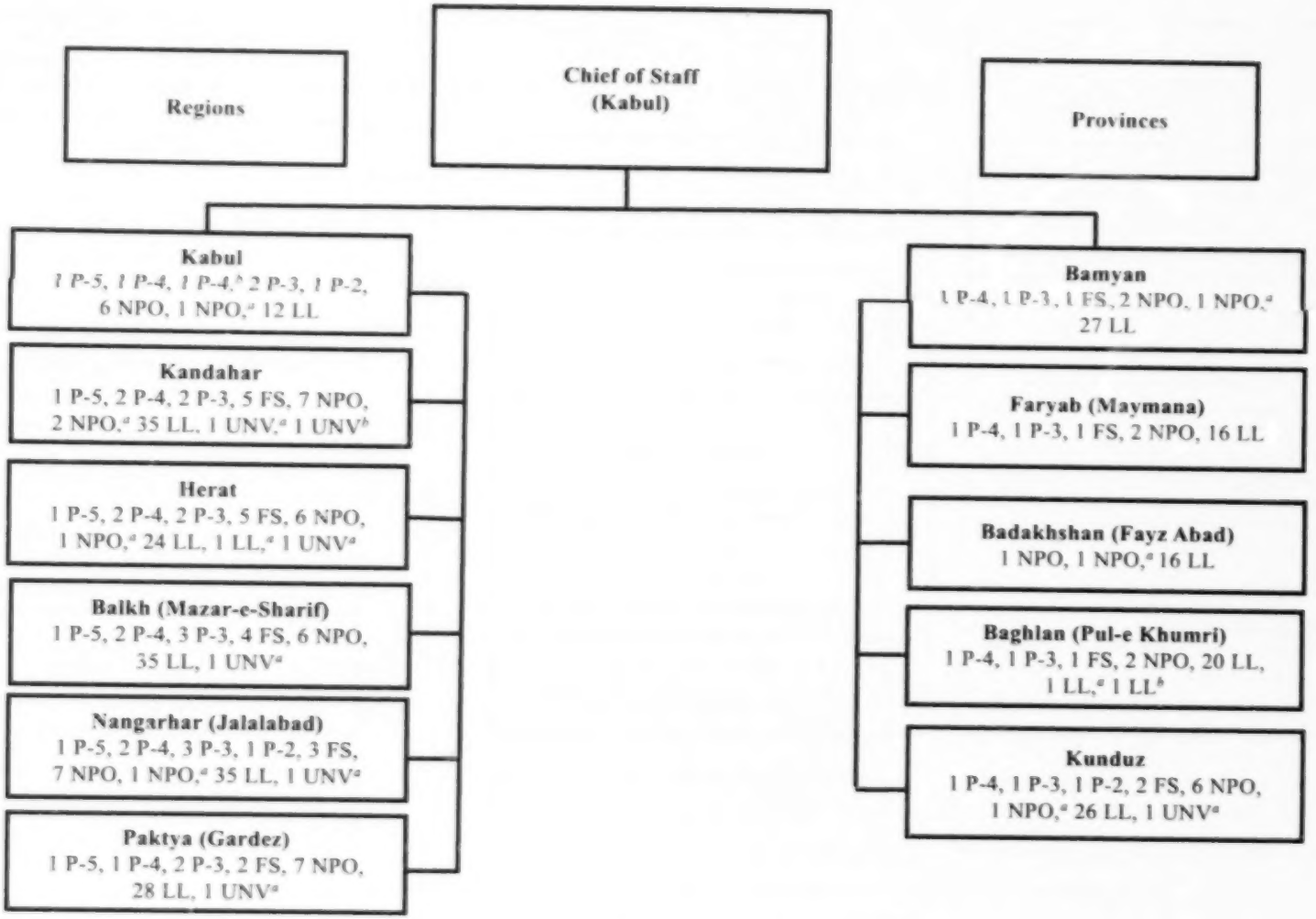
Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

[a] Establishment.

[b] Redeployment.

[c] Reclassification.

C. Field offices in regions and provinces

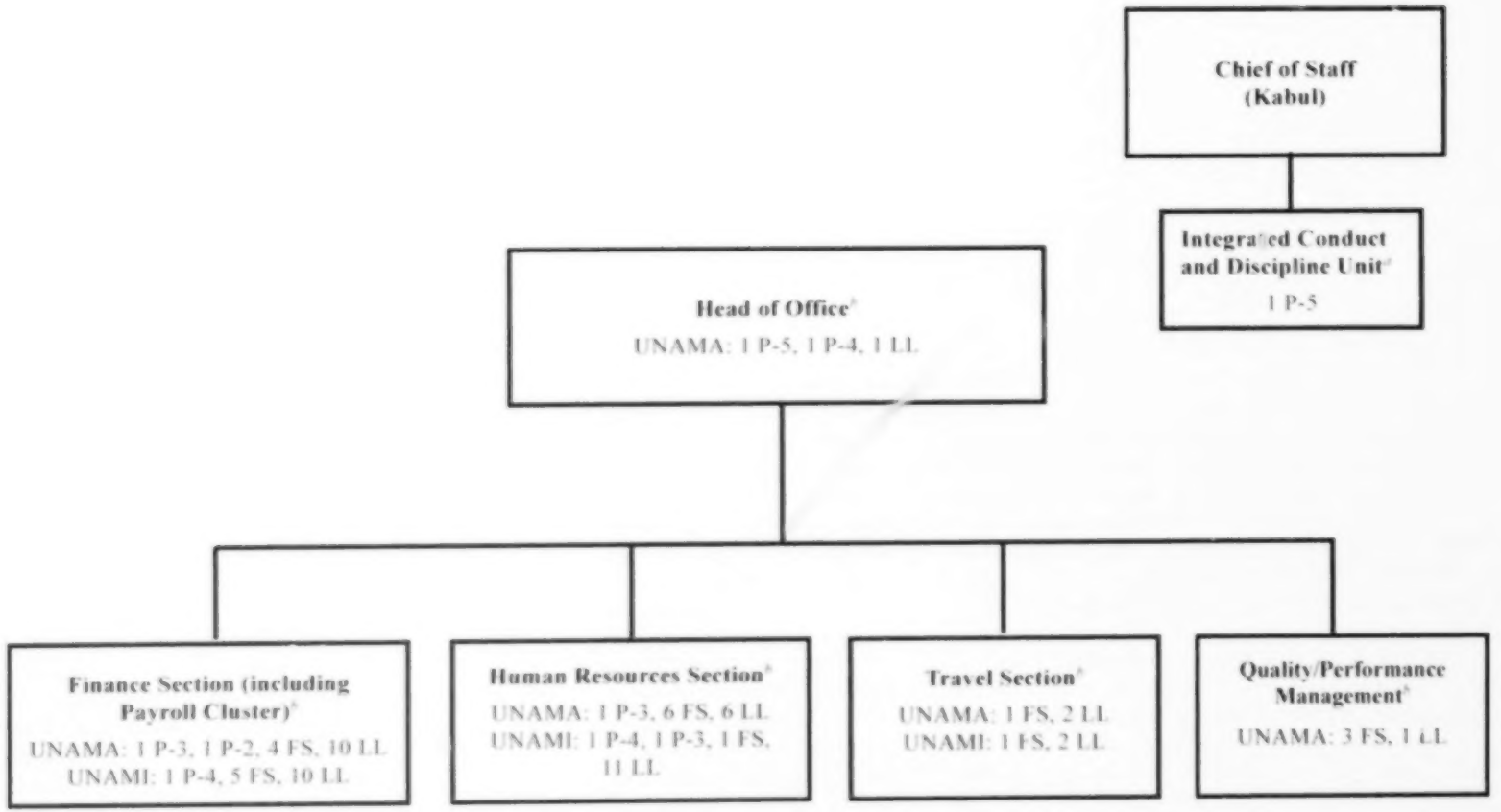

Regions
Chief of Staff (Kabul)
Provinces
Kabul
1 P-5, 1 P-4, 1 P-4,[b] 2 P-3, 1 P-2, 6 NPO, 1 NPO,[a] 12 LL
Kandahar
1 P-5, 2 P-4, 2 P-3, 5 FS, 7 NPO, 2 NPO,[a] 35 LL, 1 UNV,[a] 1 UNV[b]
Herat
1 P-5, 2 P-4, 2 P-3, 5 FS, 6 NPO, 1 NPO,[a] 24 LL, 1 LL,[a] 1 UNV[a]
Balkh (Mazar-e-Sharif)
1 P-5, 2 P-4, 3 P-3, 4 FS, 6 NPO, 35 LL, 1 UNV[a]
Nangarhar (Jalalabad)
1 P-5, 2 P-4, 3 P-3, 1 P-2, 3 FS, 7 NPO, 1 NPO,[a] 35 LL, 1 UNV[a]
Paktya (Gardez)
1 P-5, 1 P-4, 2 P-3, 2 FS, 7 NPO, 28 LL, 1 UNV[a]
Bamyan
1 P-4, 1 P-3, 1 FS, 2 NPO, 1 NPO,[a] 27 LL
Faryab (Maymana)
1 P-4, 1 P-3, 1 FS, 2 NPO, 16 LL
Badakhshan (Fayz Abad)
1 NPO, 1 NPO,[a] 16 LL
Baghlan (Pul-e Khumri)
1 P-4, 1 P-3, 1 FS, 2 NPO, 20 LL, 1 LL,[a] 1 LL[b]
Kunduz
1 P-4, 1 P-3, 1 P-2, 2 FS, 6 NPO, 1 NPO,[a] 26 LL, 1 UNV[a]

Abbreviations: FS: Field Service; LL: Local level; NPO: National Professional Officer; UNV: United Nations Volunteer.

[a] Establishment.

[b] Redeployment.

D. Consolidated Kuwait Office


Chief of Staff
(Kabul)
Integrated Conduct and Discipline Unit[a]
1 P-5
Head of Office[b]
UNAMA: 1 P-5, 1 P-4, 1 LL
Finance Section (including Payroll Cluster)[b]
UNAMA: 1 P-3, 1 P-2, 4 FS, 10 LL
UNAMI: 1 P-4, 5 FS, 10 LL
Human Resources Section[b]
UNAMA: 1 P-3, 6 FS, 6 LL
UNAMI: 1 P-4, 1 P-3, 1 FS, 11 LL
Travel Section[b]
UNAMA: 1 FS, 2 LL
UNAMI: 1 FS, 2 LL
Quality/Performance Management[b]
UNAMA: 3 FS, 1 LL

Abbreviations: FS, Field Service; LL, Local level.

[a] Component of the UNAMA Support Office in Kuwait.

[b] Component of the Kuwait Joint Support Office.

Annex II

Information on 2017 substantive activities of the United Nations agencies, funds and programmes working on programmatic matters (integrated when applicable) in collaboration with the United Nations Assistance Mission in Afghanistan

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
Platform to launch substantive activities of the United Nations agencies, funds and programmes	• Food and Agriculture Organization of the United Nations • International Atomic Energy Agency • International Fund for Agricultural Development • International Labour Organization • International Organization for Migration • Joint United Nations Programme on HIV/AIDS • Office for the Coordination of Humanitarian Affairs • Office of the United Nations High Commissioner for Human Rights (OHCHR) • Office of the United Nations High Commissioner for Refugees • United Nations Children's Fund • United Nations Conference on Trade and Development • United Nations Department of Safety and Security • United Nations Development Programme (UNDP)	The Development Operations Coordination Office has provided $366,010 in funding for 2017 to support one National Professional Officer and coordination funding, including for the United Nations Development Assistance Framework and related coordination functions, such as the Framework working groups and related integrated annual workplans developed by the United Nations country team.	The Office of the Resident Coordinator, as part of an integrated structure, is housed in UNAMA. The Office coordinates United Nations development activities and provides guidance to all United Nations agencies, funds and programmes in Afghanistan. Existing mechanisms comprise working groups for United Nations programme delivery frameworks, including the United Nations Development Assistance Framework and related integrated annual workplans. The overall national mechanism by which the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) leads and coordinates all United Nations agencies, funds and programmes is the United Nations country team.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
	• United Nations Educational, Scientific and Cultural Organization		
	• United Nations Entity for Gender Equality and the Empowerment of Women		
	• United Nations Environment Programme		
	• United Nations Human Settlements Programme		
	• United Nations Industrial Development Organization		
	• United Nations Mine Action Service		
	• United Nations Office for Project Services		
	• United Nations Office on Drugs and Crime (UNODC)		
	• United Nations Population Fund		
	• World Food Programme		
	• World Health Organization		
United Nations elections support	• UNDP • UNAMA	The Project Initiation Plan is a funding mechanism for the international community to continue its support to Afghan electoral institutions and the electoral process. The Plan bridges the gap between the closure of the UNDP-ELECT II project on 31 July 2015 and the signing of a new project document with the Government.	Pursuant to its mandate, the United Nations supports increased integrity, inclusiveness and sustainability of elections. UNAMA provides in-depth political analysis, works to ensure coherence in international assistance efforts, and acts to support Afghan electoral institutions in performing their constitutionally mandated roles. UNDP provides technical support to the Independent Election Commission and the Electoral Complaints Commission to enhance capacity, in addition to its support to the electoral reform process in Afghanistan.

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		The current Project Initiation Plan was extended until October 2017 to provide electoral support and provide key technical assistance to the electoral process in preparation for the 2018 elections. To date, the donors have provided a total of $8,466,438 to the Project Initiation Plan, including $1,882,658 in 2015, $3,340,511 in 2016, and $3,243,269 for January to October 2017.	The most important mechanisms for elections support are: The Project Initiation Plan, a funding mechanism for elections support. Bilateral and multilateral UNDP and UNAMA donor meetings comprising donors and key domestic stakeholders, as appropriate. The United Nations internal elections coordination group, which ensures coherence of approach between UNAMA and UNDP.
Human rights	OHCHR	In 2017, OHCHR contributed $317,981 to support the overall United Nations human rights programme in Afghanistan.	OHCHR funding primarily supports outreach activities and technical and advocacy initiatives across the UNAMA human rights programme areas, including protection of civilians and respect for international humanitarian law; implementation of measures for the elimination of violence against women; women's access to justice and advancement of women's participation in public life, particularly in peace processes and security-related issues; prevention and elimination of torture and arbitrary detention in government detention facilities and the provision of technical assistance in setting up a national preventive mechanism for prevention of torture; child protection; facilitation of an accountable, inclusive rights-based peace and reconciliation process through facilitation of the Afghan People's Dialogue on Peace led by Afghan civil society, including the launch of provincial road maps for peace; and round tables with civil society on protecting and preserving civil society space and promoting civil society's role in following up on

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			recommendations issued by the United Nations human rights mechanisms in Afghanistan. Activities supporting the human rights programme include documentation and reporting, including through confidential databases; capacity-building of key partners and staff; and outreach through a range of methods, including advocacy with and the provision of technical assistance to key stakeholders, particularly in remote and insecure areas. OHCHR, through the UNAMA Human Rights Service, co-chairs with UNDP a working group on the human rights due diligence policy.
Afghan Peace and Reintegration Programme	UNDP	The Afghanistan Peace and Reintegration Programme began in 2010 and ended on 28 February 2017. In total, the Programme received $227,647,536 in donor funding. Of that total, UNDP was responsible for programming $144,469,946. Upon closure of the project, UNDP had an unspent balance of $5,259,072. The following donor Governments contributed to the Programme: • Australia: $11,970,000 • Denmark: $7,961,741 • Estonia: $43,085 • Finland: $2,470,000 • Germany: $39,535,469 • Italy: $5,683,656	UNAMA supported the Programme through participation in meetings of the Technical Committee, comprising donors, Afghan Government representatives and UNDP. Among other duties, the Technical Committee worked on policy issues and reviewed and approved Programme projects. UNDP assisted the High Peace Council, as well as the joint secretariat and its provincial structures, in expanding their outreach, reintegration and community recovery components to promote peace, reconciliation and security in Afghan communities. UNDP also worked closely with the joint secretariat field operations and finance and development units to plan, implement and monitor components of the programme. UNDP technical support was also provided to the joint secretariat at the central level and to the provincial joint secretariat teams at the provincial level through six regional offices. The Programme ended on 31 March 2016 and was followed by a transitional plan for support to the High Peace Council, which started in April 2016 and ended in

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		• Japan: $67,055,941 • Netherlands: $2,500,000 • Republic of Korea: $9,000,000 • Spain: $6,666,667 • United Kingdom of Great Britain and Northern Ireland: $18,660,977 • United States of America: $50,000,000 (spent through the World Bank by the line ministries) • United States: $6,100,000 (through UNDP)	February 2017. During that period, UNDP assisted the High Peace Council and the joint secretariat in conducting a programmatic and structural assessment of the Programme; designing a new government strategy for peace and reconciliation; undertaking consultations with stakeholders on future support; and continuing funding for the most critical activities and structures of the Programme.
Coordination and advocacy on counter-narcotics issues	UNODC	To date, donors have provided $17,321,879 to the 2017 country programme of UNODC in support of projects to build the Government's capacity on counter-narcotics and alternatives to narcotics cultivation and production. In addition, to date, donors have provided $4,451,932 to the UNODC Regional Programme for Afghanistan and Neighbouring Countries for 2017.	The UNODC country programme for Afghanistan, 2016-2019, approved on 16 December 2015, aims at contributing to the stability and development of Afghanistan by strengthening the criminal justice system and counter-narcotics efforts, including the building of the Government's capacity in the areas of health, alternative development (to poppy cultivation), crop monitoring, research, inter-agency cooperation and provincial outreach. The UNODC Regional Programme for Afghanistan and Neighbouring Countries, 2016-2019, is a framework to support the countries of West and Central Asia in developing regional and international joint responses to counter the harmful impact of illicit narcotics trafficking and transnational organized crime on security, governance and social and economic development. The overall aim of the Regional Programme is to facilitate regional cooperation and to improve and streamline

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
			coordination between the eight Regional Programme member countries in addressing illicit drug trafficking, illicit drug use and crime. The Regional Programme also contributes to the enhancement of regional level counter-narcotics capacities by improved coordination, such as through confidence-building measures in the Heart of Asia-Istanbul Process; joint counter-narcotics operations; increased practical and case-based training on legal matters and on countering illicit financial flows and transnational crimes, including trafficking in human migrants and drugs; expansion and provision of international drug prevention and treatment standards and harm reduction services; promotion of alternative development initiatives between Afghanistan and its neighbours; additional research into drug trafficking routes and illicit financial flows; and strengthening awareness of and advocacy against drugs and crime. In 2012, UNODC and UNAMA established the Task Force on Transnational Organized Crime and Drug Trafficking in Afghanistan, which meets to support inter-agency cooperation in these areas. The meetings are co-chaired by the representative of UNODC and the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator in UNAMA.
Medical Emergency Response Team	• UNAMA • UNDP • Resident Coordinator/United Nations country team	This project was initially budgeted at $2.1 million annually from 2016 to 2018 and covers costs for personnel and trauma stabilization facilities. The United Kingdom and Sweden have provided $3,577,134 in funding for this project.	The Medical Emergency Response Team project has been designed to provide trauma care, stabilization and support for medical evacuation in key Afghan provinces. The project supports the United Nations, partners, and international humanitarian operations in the country, and helps to improve national emergency medical capacity to serve the Afghan population. UNDP will manage this project while UNAMA, through a memorandum of understanding with UNDP,

Programme	*Agencies, funds and programmes*	*Reporting period and financial resources available to the agencies, funds and programmes for the activity*	*Description*
		The Medical Emergency Response Team received $300,000 from the United Nations country team cost-sharing mechanism in 2017-2018. The UNAMA share of this total is approximately $83,500. Funding from donors for the Medical Emergency Response Team will end in 2017.	will host the specialized trauma medical personnel in its compounds and provide logistical support. The Resident Coordinator and the Risk Management Unit will continue to supervise and support monitoring activities to ensure the effective implementation and management of the Response Team.

Annex III

Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions)

Entity providing the contribution	*Description of cash and or in-kind contribution provided*	*Approximate annual value of contribution provided (United States dollars)*
Government of Afghanistan	Vehicle registration	23 594.34
Government of Afghanistan	Landing rights at airports	157 215.26
Government of Afghanistan	Airport fees (embarkation/disembarkation)	657 948.00
Government of Afghanistan	Regional office in Jalalabad: building, total area 1,409 m^2	3 888.84
Ministry of the Interior, Afghanistan	Regional office in Kunduz: building, total area 2,164 m^2	77 913.00
Government of Afghanistan	Air terminal (Kabul): land, total area 4,700 m^2	6 204.61
Government of Afghanistan	Air terminal (Kunduz): land, total area 20 m^2	240.00
Government of Afghanistan	Air terminal (Mazar-e-Sharif): land, total area 2,184 m^2	65 520.00
Ministry of the Interior, Afghanistan	Regional office in Kunduz: land, total area 15,126 m^2	181 509.00
Government of Afghanistan	Regional office in Jalalabad: land, total area 21,772 m^2	8 491 080.00
Government of Afghanistan	Regional office in Kandahar: land, total area 41,558 m^2	224 413.20
Government of Afghanistan	Regional office in Mazar-e-Sharif: land, total area 55,234 m^2	1 657 020.00
Government of Afghanistan	Provincial office in Bamyan: land, total area 13,200 m^2	17 424.00

Annex IV

Security service costs for 2018

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Total c (United Sta dolla*
A. UNAMA share of the cost of armed static guards provided by DPS						
Guards	Compound A, Kabul	86	13	276	276	308 5
Supervisor	Compound A, Kabul	4	13	319	319	16 5
Guards	Compound A, Kabul (7 barriers)	17	13	276	276	60 9
Supervisor	Compound A, Kabul (7 barriers)	3	13	319	319	12 4
Guards	Compound A, Kabul (Khurshid TV or Back road)	6	11	276	276	18 2
Supervisor	UNAMA Terminal, Kabul International Airport	4	13	319	319	16 5
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	126	13	89	89	145 9
Supervisor	United Nations office complex, cost-shared budget with common services (32.281%)	3	13	103	103	4 0
Guards	Additional DPS armed static guards on north side of UNOCA complex, cost-shared budget with common services (32.281%)	12	10	89.10	89.10	10 6
Guards	Additional DPS armed static guards on western wall of UNOCA complex, cost-shared budget with common services (32.281%)	12	10	89.10	89.10	10 6
Guards	Kandahar office	47	13	276	276	168 6
Supervisor	Kandahar office	7	13	319	319	29 0
Guards	Cost-shared budget with common services in Herat (85%)	41	13	235	235	125 0
Guards	Mazar office	29	13	276	276	104 0
Guards	Pul-e Khumri office	10	10	276	276	27 6
Supervisor	Mazar office	3	13	319	319	12 4
Guards	Mazar terminal	3	13	276	276	10 7
Supervisor	Mazar terminal	1	13	319	319	4 1
Guards	Maymana office	4	13	276	276	14 3
Supervisor	Maymana office	1	13	319	319	4 1
Guards	Jalalabad office	25	13	276	276	89 7
Supervisor	Jalalabad office	4	13	319	319	16 5
Guards	Kunduz office	24	13	276	276	86 1
Guards	Pul-e Khumri office	12	13	276	276	43 0
Supervisor	Pul-e Khumri office	1	13	319	319	4 1
Guards	Bamyan office	15	13	276	276	53 8
Supervisor	Bamyan office	3	13	319	319	12 4
Guards	Gardez office	28	13	276	276	100 4

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Total cost (United States dollars)*
Supervisor	Gardez office	5	13	319	319	20 735
Subtotal						**1 532 007**
B. Special meal allowance for DPS armed static guards deployed to field offices						
	Bamyan office	18	12	90	90	19 440
	Gardez office	33	12	90	90	35 640
	Jalalabad office	29	12	90	90	31 320
	Kandahar office	54	12	90	90	58 320
	Kunduz office	24	12	90	90	25 920
	Pul-e Khumri office	13	12	90	90	14 040
	Mazar office	32	12	90	90	34 560
	Mazar terminal	4	12	90	90	4 320
	Maymana office	5	12	90	90	5 400
					Subtotal	**228 960**
C. Private security company unarmed guards services						
Guards	Liaison Office, Islamabad	6	12	350	350	25 200
Guards	Gardez office, cost-shared budget with agencies, funds and programmes (72.63%)	11	12	394	394	52 058
Guards	Dispatch hub, Kabul	26	12	543	543	169 416
Supervisor	Dispatch hub, Kabul	1	12	630	630	7 560
Guards	Air terminal	6	6	543	543	19 548
Guards	Bamyan office	3	6	543	543	9 744
Guards	Gardez office	2	6	543	543	6 516
Guards	Jalalabad office	4	6	543	543	13 032
Guards	Kunduz office	3	6	543	543	9 774
Guards	Maymana office	2	6	543	543	6 516
Guards	Mazar office	5	6	543	543	16 290
Guards	Pul-e Khumri office	3	6	543	543	9 774
Guards	Palace No. 7	5	6	543	543	16 290
	Palace No. 7	2	9	543	543	9 744
Guards	Kandahar office	10	6	543	543	32 580
Guards, female	Mazar office	2	12	543	543	13 032
Guards, female	Pul-e Khumri office	2	12	543	543	13 032
Guards, female	Maymana office	2	12	543	543	13 032
Guards	Additional 11 unarmed guards for UNOCA complex, cost-shared budget with common services (32.281%), due to the critical security situation (blast vulnerability assessment)	11	9	175	175	17 353

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Tot (United d*
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	133	12	175	175	27
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	4	12	203	203	
Subtotal						**80**
D. Deployment of private security company armed guards in UNAMA compounds countrywide						
Guards	Compound A and dispatch hub, Kabul	21	12	2 408	2 408	60
Supervisor	Compound A and dispatch hub, Kabul	3	12	3 162	3 162	11
Guards	Palace No. 7	8	12	2 408	2 408	23
Supervisor	Palace No. 7	1	12	3 162	3 162	3
Guards	Kandahar office	22	12	2 408	2 408	63
Supervisor	Kandahar office	3	12	3 162	3 162	11
Guards	Jalalabad office	17	12	2 408	2 408	49
Supervisor	Jalalabad office	2	12	3 162	3 162	7
Guards	Kunduz office	22	12	2 408	2 408	63
Supervisor	Kunduz office	2	12	3 162	3 162	7
Guards	Bamyan office	16	12	2 408	2 408	46
Supervisor	Bamyan office	2	12	3 162	3 162	7
Guards	Pul-e Khumri office	8	12	2 408	2 408	23
Supervisor	Pul-e Khumri office	1	12	3 162	3 162	3
Guards	Herat office, cost-shared budget with Herat multi-agency compound (85%)	15	12	2 047	2 047	368
Supervisor	Herat office, cost-shared budget with Herat multi-agency compound (85%)	2	12	2 688	2 688	6
Guards	Mazar office	24	12	2 408	2 408	69
Supervisor	Mazar office	2	12	3 162	3 162	7
Guards	Maymana office	8	12	2 408	2 408	23
Supervisor	Maymana office	1	12	3 162	3 162	3
Guards	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	22	12	1 749	1 749	46
Supervisor	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	2 297	2 297	5
Guards Project Manager	Country office	1	12	10 200	10 200	12
Guards	United Nations office complex, cost-shared budget with common services (32.281%)	78	12	777	777	72
Supervisor	United Nations office complex, cost-shared budget with common services (32.281%)	8	12	1 021	1 021	9
Subtotal						**6 76**

Description	Location	Number	Months	Unit cost (United States dollars)	Rate (United States dollars)	Total cost (United States dollars)
E. Road missions, including meal allowances for armed escorts and the rental of escort vehicles						
	Gardez office	1	12	833	833	9 996
	Kandahar office	1	12	460	460	5 520
	Jalalabad office	1	12	2 500	2 500	30 000
	Mazar office	1	12	2 500	2 500	30 000
	Kabul office, including VIP/Headquarters missions	1	12	5 834	5 834	70 008
	Bamyan office	1	12	200	200	2 400
	Kunduz office	1	12	1 084	1 084	13 008
	Herat office	1	12	1 000	1 000	12 000
					Subtotal	**172 932**
F. UNAMA portion of the cost-shared budget of the Department of Safety and Security administered by UNDP						
	UNAMA portion (for operation support) of one-year cost-shared budget administered by UNDP	1	1	732 820	732 820	732 820
	UNAMA portion (for local security assistant fee) of one-year cost-shared budget administered by UNDP	1	1	21 754	21 754	21 754
	UNAMA portion (for administration fee) of one-year cost-shared budget administered by UNDP	1	1	31 441	31 441	31 441
Subtotal						**786 015**
G. Canine services, including dogs and dog handlers based in Kabul and Kandahar						
	Compound A, Kabul	3	12	3 325	3 325	119 700
	Palace No. 7	2	12	3 325	3 325	79 800
	UNAMA Terminal	2	12	3 325	3 325	79 800
	Kandahar office	2	12	3 325	3 325	79 800
	Gardez office, cost-shared with agencies, funds and programmes (72.63%)	2	12	2 415	2 415	57 960
	Mazar Office	2	9	3 325	3 325	59 850
	Jalalabad Office	2	9	3 325	3 325	59 850
	Herat Office	2	9	3 325	3 325	59 850
	Mobilization cost for 6 additional K-9 units for UNAMA field offices (Mazar, Jalalabad and Herat)	6	1	11 500	11 500	69 000
	Project Manager, country office	1	12	9 771	9 771	117 252
	Operational cost for 2 K-9 units for west perimeter wall implementation	2	9	1 073	1 073	19 320
	Mobilization cost of west perimeter wall implementation of blast vulnerability assessment (DPS-K9 checkpoint), cost-shared budget (32.281%) with common services	2	1	11 500	11 500	7 425

Description	*Location*	*Number*	*Months*	*Unit cost (United States dollars)*	*Rate (United States dollars)*	*Total cost (United States dollars)*
	United Nations office complex, cost-shared budget with common services (32.281%)	5	12	1 073	1 073	64 400
Subtotal						**874 007**
H. UNAMA share of the cost of security under common security arrangements						
	UNAMA contribution to World Food Programme for Faizabad office (50%)	1	1	34 249	34 249	34 249
	UNAMA contribution to UNICEF for Farah office (63.32%)	1	1	40 047	40 047	40 047
	UNAMA contribution to Neli office (Daikundi)	1	1	11 942	11 942	11 942
	UNAMA share of security-related cost of Kuwait office	1	1	160 000	160 000	160 000
Subtotal						**246 238**
I. UNAMA share of the cost of security under common security arrangements for the offices in Tehran and Islamabad						
	Security common services, cost-shared budget Islamabad office, administered by UNDP	1	1	4 000	4 000	4 000
	UNAMA share of security-related cost for Tehran Liaison Office	1	1	1 275	1 275	1 275
					Subtotal	**5 275**
Total security services cost for 2018 (rounded)						**11 409 200**

Abbreviation: DPS, Afghan Directorate of Protection and Security; UNDP, United Nations Development Programme; UNICEF, United Nations Children's Fund.